

# FINANCIAL TIMES

Italy

New ways to run  
the republic

Page 2



White goods

War of attrition in  
low growth market

Page 13



Taiwan

Electric motorcycles  
could clear the air

Technology, Page 10



FT-IT Review

The impact of IT on  
financial services

Survey, Separate section

World Business Newspaper <http://www.FT.com>

WEDNESDAY JULY 2 1997

## New HK leader vows to uphold 'social freedoms'

Hong Kong's post-colonial leader, Tung Chee-hwa, outlined plans to safeguard the region's economic competitiveness, in his inaugural address made within hours of the handover to China. Mr Tung said his policy priorities would be education and housing, and pledged to uphold social freedoms and maintain the rule of law. **Page 14; Education and housing, Page 4; Barry Riley, Page 10; Observer, Page 13**

**Viacom**, Sumner Redstone's entertainment empire, issued its second profit warning of the year and announced a charge of about \$300m to help resolve troubles at its international Blockbuster video rental chain. **Page 15**

**Stet** to unveil AT&T link-ups Stet, the Italian telecommunications group due to be privatised in the autumn, will today announce its long-awaited strategic alliance with AT&T, the largest US telecommunications company. **Page 15; Stet faces suit over Cuban link, Page 16**

**Race finding against Goldman Sachs** The US investment bank discriminated against a black American bond salesman employed in its London offices because of his race, a UK industrial tribunal has found. James Curry claimed his salary had been cut and he had been passed over for promotion before being made redundant because of his racial origins.

**Eta hostage freed** Cosme Delclaux, a member of a wealthy Spanish business family who has been held hostage by the Basque terrorist organisation Eta since November, was released after his family was reported to have paid Pta1bn (\$8.9m).

**Coca-Cola** US soft drinks company, expects to report a 7 to 8 per cent increase in the volume of drinks sold in the second quarter, compared with the same period last year. **Page 16**

**Nycomed agrees UK merger** Norway's Nycomed and Amersham International of the UK are to merge in a deal that creates one of the world's biggest medical diagnostics groups. The company, Nycomed Amersham, will be based in the UK. **Page 15; Lex, Page 14**

**Japanese cancer drug toll hits 94** At least 94 Japanese cancer patients have died from the side-effects of a popular cancer treatment after the Japanese health ministry underplayed the drug's risks. **Page 14**

**Chirac keeps up Nato pressure** French president Jacques Chirac will continue to press the US for a bigger European role inside Nato as a precondition for France rejoining the alliance's integrated military command, his officials said yesterday. **Page 2**

**Arafat in Mideast peace plea** Palestinian leader Yasser Arafat called on European nations to help break the deadlock in Middle East peace moves because he believes the United States "is not doing anything".

**Yeltsin attacked on daughter's role** Gennady Seleznev, head of Russia's lower house of parliament, accused President Boris Yeltsin (left) of illegal nepotism for appointing his daughter - who has become increasingly influential in Kremlin circles - as his official Kremlin image-maker. He said the decree naming Tatyana Dyuhenko, 37, as adviser to the president, contradicted Russia's civil service law.

**EU move on financial services** The European Union offered to eliminate most of the remaining restrictions in the financial services sector, improving prospects for talks on a global agreement in services. **Page 6**

**Cyprus talks** President Glafcos Clerides and Rauf Denktaş are to hold talks near New York, the first direct contact between the respective leaders of the Greek Cypriot and Turkish Cypriot communities in three years. **Page 2**

**Screen star Mitchum dies** Robert Mitchum, the brawny, blunt-spoken actor who starred in more than 100 films, died in his sleep at his California home. He was 79. Mitchum had been suffering from emphysema and was diagnosed a few months ago with lung cancer.

**FT.com** the FT web site provides online news, comment and analysis at <http://www.FT.com>

**STOCK MARKET INDICES**

Index	Value	Change
New York Composite	7117.35	(+44.59)
Dow Jones Ind	7117.35	(+44.59)
NASDAQ Composite	1436.57	(+5.78)
Europe and Far East		
CAC40	2844.04	(+82.78)
DAX	2818.86	(+34.08)
FTSE 100	2726.3	(+128.7)
Nikkei	20,178.52	(+224.44)

**US LIGHTHOUSE RATES**

Instrument	Rate
3-month T-bill	5.218%
Long Bond	6.1%
Yield	6.73%

**OTHER RATES**

Instrument	Rate
UK 3-mo Interbank	5.5%
UK 10-yr Govt	10.1%
France 10-yr Govt	10.1%
Germany 10-yr Bond	10.2%
Japan 10-yr JGB	10.4%

**NORTH SEA OIL (Argus)**

Instrument	Price
Brent Blend	\$18.05
WTI	\$18.25

## Boeing and McDonnell merger approved

US regulator concerned  
about exclusive contracts

By Nancy Dunne  
in Washington and  
Emma Tucker in Brussels

US regulators yesterday approved the \$13.3bn merger of Boeing and McDonnell Douglas. The Federal Trade Commission nodded through the 10th largest US merger without conditions after concluding that McDonnell Douglas had agreed to be competitive in the international commercial jet market.

However, the FTC found Boeing's 20-year exclusive contracts with Delta, American and Continental airlines "potentially troubling" and warned it intended to monitor "the potential anti-competitive effects of these, and any, future long-term exclusive contracts".

The European Commission, which has threatened to declare the merger illegal, is also concerned about the contracts. The Commission is due to give its verdict on the merger on July 23.

Mr Karel Van Miert, the EU competition commissioner, is concerned about the impact on the market for commercial aircraft and is expected to demand substantial alterations.

Brussels is concerned that it approved the company's access to military technology and funding could spill over to Boeing's commercial activities.

On Monday the Commission received Boeing's proposed remedies. It will give its response on Friday to an advisory committee of competition experts but the Commission is under no obligation to follow the committee's advice.

The FTC said it had agreed to the merger after interviewing more than 40 airlines and other industry participants and concluding that "there is no economically plausible strategy that McDonnell Douglas could follow, either as a stand-alone concern or part of another concern".

It attributed the company's lack of competitiveness to its

failure to invest sufficiently in new product lines, production facilities, company infrastructure or research and development.

"As a result, Douglas Aircraft's product line is not only very limited, but lacks the state of the art technology and performance characteristics that Boeing and Airbus have developed," it said.

Plans for the merger were announced in December after McDonnell Douglas lost a bid to build the next generation of military jets and American Airlines announced that it would replace its McDonnell Douglas jets with Boeing aircraft.

However, it is expected to dominate jet sales to the US navy and demand is strong for its C-17 transport planes and fighter jets, helicopters and rocket launchers in the US and abroad.

The FTC denied speculation that it approved the merger because the US needed a company to serve as its "national champion" to compete internationally.

It said: "We do not have the discretion to authorise anti-competitive but 'good' mergers because they may be thought to advance the United States' trade interests. If that were thought to be the wise approach only Congress could implement it."

The "national champion" argument is "almost certainly a delusion", it said. The best way to increase exports and create jobs was to require US firms to compete at home and abroad.

Boeing and McDonnell Douglas yesterday said they expected the merger to be completed by August 1 and the new Boeing Company would begin operating on August 4.

Shares in both companies rose yesterday after the approval was announced.

At 12.45pm east coast time, Boeing shares were up \$1.44 to \$54.4 and McDonnell shares rose \$1 to \$69.4.

BA/AA alliance, Page 18



Centre of attention: Theo Waigel backed the tough application of European monetary union convergence criteria

## Kohl retreat over Emu criteria

By Graham Bowley and  
Andrew Fisher in Frankfurt,  
and Ralph Atkins in Bonn

German chancellor Helmut Kohl yesterday caved in to pressure from conservative coalition allies in Bavaria and ruled out fudging by even a tenth of one percentage point the public sector deficit criteria set for members of the planned European currency.

The German government also gave the strongest signal yet that the country's official debt would be converted into the euro, the planned European single currency, at the scheduled start date of economic and monetary union.

Speaking in Munich, Mr Kohl accepted the strict interpretation of criteria for economic monetary union urged by Mr Edmund Stoiber, the

Bavarian prime minister, who has voiced widespread fears in Germany that the new Euro currency will not be as strong as the D-Mark.

Mr Kohl's unexpected concession on the interpretation of the criteria increases significantly the pressure on Germany, which is struggling to meet this year the public sector deficit target of 3 per cent of gross domestic product.

"Three or 3.0 per cent - that is not my problem," the chancellor said.

In addition, his comments will aggravate tension between Bonn and Paris. The French government has caused alarm in Bonn with its apparently lukewarm attitude towards bringing its public deficit as close as possible to the 3 per cent hurdle.

Meanwhile, Mr Jürgen

Stark, state secretary in the finance ministry, said he would recommend to Mr Theo Waigel, finance minister, that government debt be denominated in the euro in January 1999, when Emu is due to start.

He said a decision was likely to be taken before German politicians begin their summer break at the end of this month.

The redenomination would affect about DM450bn of German federal debt, but the final sum could be much more if individual state authorities decide to follow suit, the Bundesbank said.

It would also be a significant fillip for the planned single European bond market and strengthen Germany's hopes that its bonds will be the benchmark in the pan-European capital market.

"As long as they didn't

announce this, there was always some doubt about whether they thought [Emu] would go ahead," said Ms Alison Cottrell, economist at PaineWebber in London.

Germany's big banks have mounted a vociferous campaign to persuade the government to convert the debt into 1999 but the finance ministry has so far held back. It has come under pressure from Germany's small savings banks, which have complained that the cost of redenominating the debt would be too large.

Although countries joining Emu are not required to convert existing debt into the euro until 2001, several countries such as France and the Netherlands have already committed themselves to redenominating in January 1999, the scheduled start date.

Continued on Page 14  
Lair's poker, Page 18

## Eurotunnel offered extension deal

By Charles Batchelor  
in London and Andrew Jack  
in Paris

The British and French governments yesterday reached a provisional agreement with Eurotunnel, the heavily indebted Channel tunnel company, to extend its operating concession from 65 to at least 99 years.

A deal would lift the prospects that the company's £2.5bn financial restructuring will be approved. If finalised, it would end a two-year stand-off between the governments and the company over the concession period.

The deal is subject to three conditions. First, Eurotunnel's shareholders, most of whom are French, and its bankers

must approve the group's debt restructuring plan. Second, the company must agree to provide a share of its pre-tax profits to the two governments. Third, it must present plans for boosting its rail freight business.

The French government had already signalled its willingness to extend the concession, which is due to expire in 2062,

but the British government held out for better terms. Announcement of the deal came ten days before an extraordinary shareholders meeting which will be asked to back the restructuring plan.

Mr John Prescott, UK deputy prime minister, said: "These have been tough negotiations but I believe we have achieved agreement on a reasonable

way of taking them forward." Mr Prescott said he had been under strong pressure to reach an agreement in time to influence shareholders' voting. "This is an amber light for further negotiations," he said. "They were shocked I wanted to bring in the issue of freight."

## High German labour costs prompt tyre group switch

By Graham Bowley  
in Frankfurt

Continental, the world's fourth largest tyre manufacturer, is transferring almost half its car tyre production out of Germany in a radical cost-cutting restructuring aimed at rejuvenating its ailing truck tyre business.

The surprise move to shift more production to its factories in the Czech Republic and Portugal is the latest example of German industry seeking cheaper working conditions abroad because of expensive domestic labour costs.

The company said it would take a further decision this autumn on whether to close the Hanover factory affected by the reorganisation. It had struck a new agreement with the workforce that would increase working hours and make savings of up to DM35m (\$20.50m) a year.

German industry is growing uneasy that it is falling behind in international competitiveness because of relatively inflexible and costly labour practices. Some unions have become more flexible, but Continental's and other similar decisions are likely to increase pressure for greater liberalisation.

Although Continental has this year enjoyed generally buoyant growth, its commercial tyre division has continued with losses, which Mr Hubertus von Grahner, chairman, and his board have vowed to turn around.

The company said yesterday: "German labour is too expensive especially in the truck-tyre business. Korean and Japanese producers are attacking the European market with very aggressive prices and we need to compete on a labour cost basis."

The reorganisation will cut

the workforce at the factory by about 200 to 250, but there could be more job losses if the factory is closed.

Mr Grahner said he planned to close one of the company's factories in Germany, Belgium or Austria, but had not decided which.

Continental is in the process of closing by 2000 another factory in Hanover with a workforce of 2,800.

The company closed its plant in Dublin, in the Irish Republic, last year as part of shifting production from expensive regions in Europe and the US to lower-cost areas.

It said the latest reorganisation would allow it to focus more closely on its troubled commercial truck business. It said it especially wanted to boost commercial and passenger tyre production at its Czech factory where it employs 3,500.

### CONTENTS

Europe	14	Overseas	22	FTSE 100	29	Recent issues	32
European News	14	Competition & Finance	22	FTSE 100 Index	29	Share Information	32
International News	14	UK	22	Foreign Exchange	29	London SE	32
Asia-Pacific News	14	Leaders Page	22	Gold Markets	29	Wall Street	32
Latin America	14	Letters	22	Int. Bond Service	29	Bourses	32
American News	14	Observer	22	Managed Funds	29		
World Trade News	14	Info. Technology	22	Money Markets	29		
UK News	14	Arts, Arts Guide	22		29		
Weather	14						



© THE FINANCIAL TIMES LIMITED 1997 No 33,332

LONDON • LINES • PARIS • FRANKFURT • STOCKHOLM • MADRID • NEW YORK • LOS ANGELES • TOKYO • HONG KONG

DUBROVAČKA BANKA d.d.

Following the centuries old tradition of banking in Dubrovnik, (The St. Blaise Bank was established in 1674) DUBROVAČKA BANKA has been the leading financial institution in the south-east region of Croatia.

DUBROVAČKA BANKA has been performing all kinds of banking transactions inland and abroad with the established correspondent relationship with most leading world banks.

DUBROVAČKA BANKA is your reliable banking partner especially for most interesting investments in hotels reconstruction, tourism..... in the area of Dubrovnik

Put Republike 9, 20000 DUBROVNIK - CROATIA  
tel: +385 / 20 / 431-366, fax: +385 / 20 / 414-206  
e-mail: dubbank@dui.hr URL: HTTP://WWW.W.LAUS.HR/DUBANK

مكتبة الأصل



Robert Graham on a constitutional commission's recommendations

## Italy's parties opt for compromise in search for stronger government

A Italian constitutional reform commission has proposed enhancing the power of the executive with a presidential system of government.

The proposal is an uneasy compromise between the demands of the rightwing opposition that wants a French-style presidential system and the majority of the ruling coalition, which is anxious to boost the authority of the prime minister.

Some observers believe that unless it is refined in parliament the hybrid solution offers little more stability than the 1948 constitution which has led to more than 50 different governments.

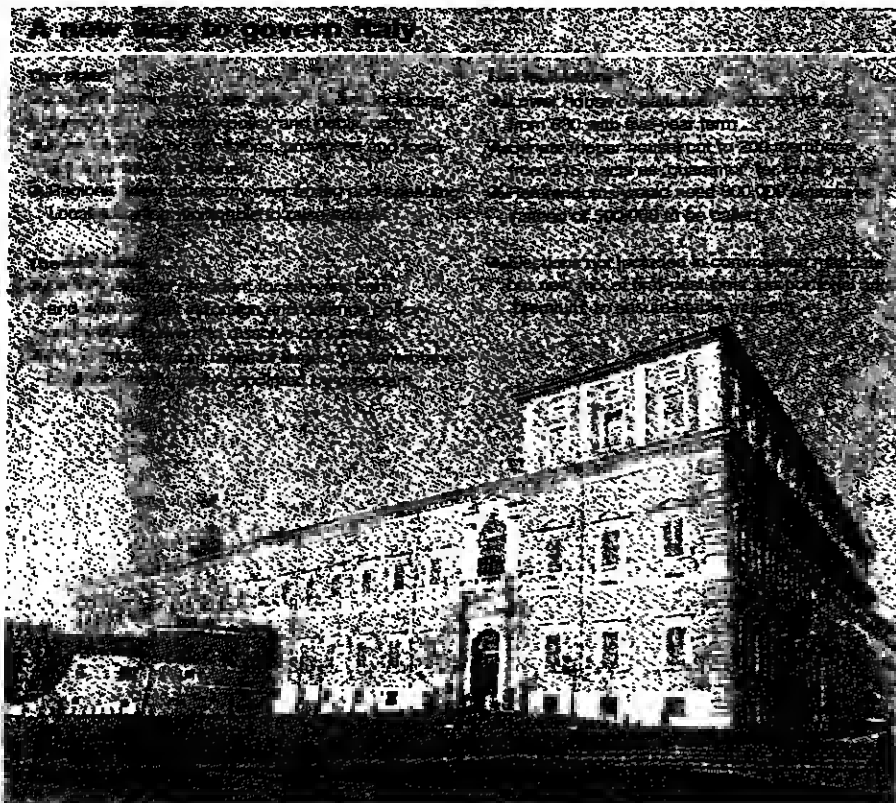
"The commissioners have put together bits of incompatible institutional models, giving birth to a hybrid that is neither fish nor fowl," said Mr Antonio Martino, a former foreign minister.

The time-consuming procedures for approving constitutional reform in parliament provide the opportunity for substantial change over the next year and a half. There is a risk the reforms will come to nothing.

Mr Massimo D'Alema, the commission's chairman and leader of the Party of the Democratic Left (PDS), admitted yesterday the outcome could have been more constructive and that improvements should be made. The PDS leader failed to impose his preference for a strong British-style premiership.

The tilt toward the presidential system was the result of a "guerrilla" vote by the members of the populist Northern League. Having boycotted the commission, League members suddenly appeared to cast their votes on the day it was decided which executive system to recommend. The League's action was designed to embarrass Mr D'Alema and was decisive in providing a majority for a French-style presidential system.

The final proposals were voted on Monday with 51 for, nine against and three



### Iri meets Brussels deadline on debt - just

Italy's state holding company, Iri, is hoping a last-minute Treasury payment has averted a showdown with the European Commission over reducing its debt, writes Robert Graham in Rome. Brussels had set a date of June 30 for Iri to lower its debt to the L5,000bn (\$2.9bn) agreed with Mr Karel Van Miert, the competition commissioner. Just on the deadline, the valuation came through of Iri's 62 per cent stake in Stet, the telecoms group acquired by the Treasury last December.

The Treasury had agreed to pay Iri the bonus price of Stet ordinary and savings shares on December 20, 1996, with a commitment to top this up with a full valuation placed on acquiring majority control. It handed over in tranches the

equivalent of L14,530bn, and on Monday a final valuation of L18,405bn was agreed, allowing for an extra transfer of L3,875bn.

The Treasury had stepped in to buy Iri's stake because of delays in privatising the telecoms group and the need to respect the deal with Brussels. Iri's debts were meant to have been brought into line by August 1996, but after intense Italian lobbying, this was postponed until December 1996 and then until this June. Thanks to the Treasury purchase 10 days before the 1996 accounts closed, Iri's debt fell to just over L9,000bn. Since then there have been no significant assets sales to reduce debt further and without the new transfer they would have been nearly double the required level at the end of June.

abstentions, the main opposition coming from the hardliners in Reconstructed Communism who feared that the introduction of a presidential system would open the way to an authoritarian figure. The 1948 constitution deliberately created a series of counter-balancing powers between the executive, legis-

lature and judiciary to avoid a repetition of the Mussolini experience. The proposal is for a directly elected president with a six-year term. He would have overall responsibility for defence and foreign policy and could dissolve parliament any time six months

be able to present a no-confidence motion against the government which, if passed, would lead to the downfall of the government.

The issue of the electoral system remains unresolved. New electoral laws were not within the commission's remit. However, all the politicians are aware that much hinges on the type of parliamentary electoral system Italy has. The issue will be tackled in the autumn.

In non-binding discussions the small parties in the commission fought a successful rearguard action to retain the current 25 per cent of seats elected by proportional representation. The rightwing opposition also blocked full adoption of a French-style second round to parliamentary elections. The contested compromise on the table is that the 25 per cent of proportional seats be retained, a majority of the first-past-the-post seats be elected with a second round run-off, with a "premium" of seats going to the coalition with the most votes. This is to ensure a parliamentary majority.

The chamber of deputies would have prime legislative responsibility, ending the absurd repetition of commissions and debates in both houses. The chamber would be cut to 400 deputies from 630 and the senate to 200 from 315.

Efforts to convert the senate into a body representing the regions were rejected, but a new regional commission will be set up, composed of a third each of senators, heads of regional governments and representatives of local bodies.

The move to a more federal state proved the least controversial in spite of the important long-term potential of the shift away from centralised power. The state would retain 31 exclusive functions, including defence, law and order and economic policy. The regions would acquire considerable financial autonomy but there would be a "solidarity" fund to offset the imbalance between rich and poor regions.



Peace broker Holbrooke waiting in the wings

## EU hopes talks will defuse Cyprus timebomb

By Lionel Barber in Brussels

President Glafcos Clerides and Mr Rauf Denktaş are to hold talks near New York next week, the first direct contact between the leaders of the Greek Cypriot and Turkish Cypriot communities in three years.

The meeting is the latest United Nations-backed initiative to break the 23-year-long deadlock on Cyprus and paves the way for the US to play a bigger diplomatic role. But the repercussions go beyond the future of the divided Mediterranean island.

Cyprus is emerging as the ticking timebomb under the north of the European Union's plans to expand membership to the former communist countries of central and eastern Europe.

The detonator was set in early 1995, when the EU promised to open accession negotiations with Cyprus six months after the end of the intergovernmental conference (IGC) to review the Maastricht treaty.

The IGC ended last month in Amsterdam with a new treaty, but no evidence of a thaw in relations between Greece and Turkey, or their respective clients in Cyprus. Yet the EU is reluctant to let Cyprus join the club in the absence of a political settlement. Such a move would mean importing a political crisis and offending Turkey, which is pursuing its own claim to membership.

Meanwhile, Greece has threatened to block eastern enlargement if the EU fails to redeem its promise of membership for Cyprus. For its part, the Greek Cypriot government has indicated it has little margin for manoeuvre until after presidential elections next February.

"Cyprus looks like being one of the big crises in 1998," said one senior EU diplomat. Next week's UN-sponsored talks are scheduled to take place between July 9 and 13 in Trounck, a rural retreat outside New York.

The idea is to break the ice between Mr Clerides and Mr Denktaş before Mr Richard Holbrooke, the US negotiator and architect of the Dayton peace accords on Bosnia, moves to centre-stage in the autumn.

Time is pressing. The Greek Cypriot government is due to open accession talks with the EU in April 1998, a date which could coincide with the expected delivery of Russian-made S-300 air defence missiles. Turkey has threatened to use force if the missiles are deployed.

Intransigence in Athens and Ankara has sabotaged numerous EU and UN initiatives, the latest being a much-touted group of "wise men" formed to defuse Greek and Turkish rivalry over territorial claims in the Aegean.

But the EU is struggling to define a strategy for dealing with Turkey, which is pressing to be put on an equal footing with the 10 central and eastern European applicants for EU membership.

### EUROPEAN NEWS DIGEST

## Telekom told to raise offer

Deutsche Telekom was ordered by the federal post and telecommunications ministry in Bonn yesterday to improve the terms it has offered to would-be competitors seeking access to its networks.

The move is the latest stage in a battle over "interconnection" arrangements. It follows complaints by would-be rivals including o.tel.o - a joint venture between industrial groups Vebe and RWE - and Arco, backed by Deutsche Bahn, the German railway system, and a consortium led by Mannesmann, the industrial group. The ministry had previously reprimanded Deutsche Telekom for abusing its dominant market position. Interconnection deals are vital if competition is to be encouraged after the market is fully liberalised in January. If Telekom does not come up with an acceptable offer by July 14 it could face a fine. *Rolph Atkins, Bonn*

### Russian banks at risk

As many as 300 Russian banks will go bankrupt or be merged with healthier institutions this year, a senior central bank official warned yesterday. Mr Denis Kiselyov, head of the supervisory division, said the shake-out was a consequence of financial stabilisation which has fatally weakened hundreds of commercial banks. However, in contrast with many post-Communist states where nationwide banking crises have often been sparked by the end of triple-digit inflation, he said that Russia's banking system would not suffer a systemic collapse.

"We are experiencing a rather painful process, but it will not lead to a systemic shock. It is more like growing pains," Mr Kiselyov said. By the end of the year the wave of closures would be completed, he said.

As late as last year, high inflation and political uncertainty led interest rates on government bonds to exceed 200 per cent per year, producing fat profits for hundreds of banks. This year the government has pushed treasury bill rates to below 20 per cent. The Kremlin's hope is that banks will be forced to invest in Russian businesses. However, Mr Kiselyov said that, so far at least, they had been slow to transfer their funds to the real economy. *Christina Freeland, Moscow*

### Radiation checks ordered

Russia's nuclear power minister has ordered a safety check at all the nation's nuclear facilities following a researcher's death from radiation exposure. Alexander Zakharenko died three days after being exposed accidentally to more than 1,000 roentgens during experiments involving nuclear chain reactions. Annual exposure to five roentgens or less is considered safe.

The accident occurred on June 17 at Arzamas-16, a research centre near Nizhny Novgorod in central Russia. A combination of human error and faulty experiment procedures has been blamed. Mr Viktor Mikhailov, nuclear power minister, ordered a "comprehensive check" of all nuclear facilities after reading the investigators' report. *AP, Moscow*

### Gibraltar patriarch dies



Sir Joshua Hassan (left), the dominant figure of Gibraltar politics since the second world war, died yesterday at the age of 81. A patriarchal figure and champion of the British colony's cause against Spanish claims to sovereignty, he was its first elected mayor and its first chief minister from 1964 onwards. Except for a three-year interruption, he held this post until his resignation almost 10 years ago. A UK-trained barrister from a Jewish Gibraltar family, he was largely responsible for securing a constitution for the colony in 1989. This guaranteed that it would never be handed back to Spain against the Gibraltarians' "freely and democratically expressed wishes".

Sir Joshua's pervasive influence in Gibraltar affairs earned him the nickname among his enemies of El Pulpo - the octopus. Although he insisted that he had resigned for personal reasons, his withdrawal was widely linked to controversy over a UK-Spanish agreement on joint use of Gibraltar's airport. The airport deal, the high point of détente between Britain and Spain over the colony, was blocked by a subsequent Gibraltar government and has never been implemented. *David White, Madrid*

### Malta replaces VAT

Value added tax in Malta was replaced yesterday by a 15 per cent duty on shipments arriving from the EU and 23 per cent on goods arriving from outside the EU. Wholesalers and service companies will be charged an additional 5 per cent excise duty on their turnover. The move frees 43,000 retailers from gathering VAT for the government.

The Labour party pledge to replace VAT is widely held responsible for its election victory last October, ending a decade of Nationalist party rule and bringing Mr Alfred Sant to power. But the introduction of the new taxes comes amid conflicting claims on how they will work and the effect they will have on the island's stalled economy. The Nationalist party, together with the Chamber of Commerce and the Federation of Industry, forecast the new system will spur cost of living rises and increase unemployment. *Godfrey Grima, Valletta*

### Berisha officials flee Albania

President Sali Berisha's top lieutenants are fleeing Albania for fear of revenge after the ruling Democratic party's overwhelming defeat by the former Communists in last weekend's general election. Among those leaving Albania yesterday were Mr Belul Celu, the interior minister in charge of the state of emergency declared last March, and Mr Gjergj Lezha, a senior officer to the Shkëlqim police. General Agim Shehu, chief of police in Tirana, and Mr Xhavit Xhaferi, head of Mr Berisha's presidential guard, fled earlier this week. "The independent newspaper Koha Jone described Mr Shehu as 'the president's truncheon' for ordering brutal attacks on the opposition."

Mr Fatos Nano, the Socialist leader and Albania's likely next president, told reporters he expected the government to take steps to bar former officials from leaving the country until investigations into the collapse of the fraudulent pyramid schemes and their violent aftermath were cleared up. *Guy Diamond, Tirana*

### Threat of environment fines

The European Commission said yesterday it would impose more fines to enforce member states to comply with EU environmental legislation. It asked the European Court to rule on 23 infringements by eight countries involving directives on engine emissions, noise limits, animal protection and genetically modified organisms. They are part of a wave of infringement cases launched last week.

A spokesman said yesterday that the threat of fines this year had already resulted in action by Germany and Italy. *Sander Thomas, Brussels*

## Jospin tries to calm Renault row

By Andrew Jack in Paris

Mr Lionel Jospin, France's prime minister, attempted yesterday to calm the first significant dispute within his leftwing government coalition. The row was triggered by the decision to proceed with the closure of the Renault car factory at Vilvorde in Belgium.

Speaking to the Socialist group in the National Assembly, he appealed for political unity and argued that the government had met its promises during the election campaign by promising to re-examine the closure.

"One can be upset by the situation, and I understand the emotion it

has invoked," he said. "The decision was taken by the previous government and cannot be laid on the current team."

His comments came after Ms Danielle Kaysersgruber, a consultant appointed by Renault to re-examine the closure plan, concluded on Saturday that the decision to close the factory should stand. She said that alternative proposals, including a switch to part-time working, would not provide a viable solution at Vilvorde, which employs 3,100 people.

Mr Jean-Luc Dehaene, the Belgian prime minister, rebuked Mr Jospin for raising false hopes among the employees for a possible reprieve.

There was equally strong criticism from members of the French Socialist party, as well as Communists who hold the balance of power in the parliament.

Mr Louis Schweitzer, Renault's chairman, stressed yesterday that the company's board had made a "collective decision" about the closure which, he said, had been based on the interests of the company.

He also promised an "ambitious" redeployment plan of Vilvorde's employees to ensure that there would be no redundancies, suggesting considerable efforts to transfer and retrain staff or help them find jobs with other employers.

He appealed to the Socialist deputies to support the government, and to fight against the parties on the right in the National Assembly.

Meanwhile, Mr Daniel Vaillant, minister in charge of relations with the parliament, reiterated the importance of the Socialists' pledge to create 700,000 jobs - half in the private sector - by announcing legislation on the subject as the top priority of the next National Assembly session in September.

He unveiled a total of 17 new pieces of legislation which the Socialists want to introduce before the end of the year.

### President rules out return to alliance command until Europe's role is widened

## Chirac to keep up pressure over Nato

By David Buchanan in Paris

President Jacques Chirac will continue to press the US for a bigger European role inside Nato as a precondition for France rejoining the alliance's integrated military command, his officials said yesterday.

To commune with France's new Socialist-led govern-

ment he believes too little progress had been made on this question for the country to make a full return to the command it quit 31 years ago.

Mr Chirac had hoped to announce this in time for next week's Nato summit in Madrid.

The main difference now on Nato between Mr Chirac and Mr Lionel Jospin's government is that the latter does not feel it worth continuing to press Washington to give Europeans more command responsibility. However, the president intends to pursue his Europeanisation initiative. As one presidential aide commented: "The situation in Nato is not static, we continue to hope it will evolve positively." It is unclear, though, how far Mr Chirac can go without backing from his government.

The presidential administration is putting a largely positive gloss on what has been achieved since December 1995 when Mr Chirac announced his intention to try to reintegrate France into a "reformed", or Europeanised, alliance. Since then, Nato has endorsed the concept of building a "European defence identity", and

has given the European deputy to its supreme military commander the power to conduct purely European operations, if it needs to.

However, Washington's refusal to hand over the southern command in Naples to a European has led to bitterness in Paris, reinforced by the recent US announcement that it wants Nato enlargement confined to Poland, the Czech Republic and Hungary. France has been pushing for Romania to be included, but recognises that US views are likely to prevail.

France is stressing that it

never linked the issue of internal change in the alliance to that of enlargement which will proceed as planned at Madrid. Two years ago, it started sending its defence minister and chief of defence staff to Nato meetings, and will keep doing so. It will also maintain its liaison with the new Combined Joint Task Force, created to mount special operations. The country will soon be in the odd position, though, of staying half-out of an organisation in which former Warsaw Pact military commands will be fully integrated.

## Bulgarians test new currency system

By Kerin Hope and Theodor Troev in Sofia

Bulgarians queued at the central bank yesterday to exchange leva for D-Marks, available in unlimited quantities for the first time with the launch of a currency board monetary system.

Bankers said the queues were a test of the government's commitment to pegging the exchange rate at 1,000 leva to the D-Mark under a deal worked out with the International Monetary Fund. Confidence in the banking system is weak following the collapse last

year of large number of banks, with the loss of some 30 per cent of deposits.

The central bank bought D-Marks ahead of the currency board launch; some of them will be converted into Bulgarian lev. It has built up the equivalent of \$1.5bn in foreign exchange reserves, almost double the minimum required to match this year's projected money supply under the new monetary system.

Bulgaria's experiment with a currency board, following the examples of Estonia and Lithuania, is part of measures by the pro-

market government to reduce inflation and impose fiscal discipline. Under the board regime, the central bank cannot print money to finance the budget or rescue troubled banks. It must also publish regular figures on reserves and money supply.

Mr Ivan Kostov, prime minister, said the system was not a short-term move to restore exchange rate stability, but a means of speeding Bulgaria's economic transition with the eventual aim of joining the European Union.

"From the board we will move into the European

Monetary System. We expect that at some point between 2003 and 2006, we'll achieve the economic targets for membership," he said.

Confidence in Bulgaria's financial markets has returned recently. Following a drop in the monthly inflation rate from 242.7 per cent in February to 5.6 per cent in May, interest rates have declined from above 200 per cent to under 10.

Foreign exchange reserves were bolstered with privatisation revenues, loan transfers from international agencies and high inflows of short-term capital attracted

by high treasury bill yields.

Few problems are expected over the summer, when income from tourism boosts foreign exchange reserves. But the currency board system may come under pressure later in the year when Bulgaria must service its foreign debt, import fuel for the winter and wheat after a disappointing harvest.

A Bulgarian banker said: "The government has to push ahead with bank reform in order to persuade people to take their foreign currency out of the mattress and put it back in the banks."



# President of Republika Srpska says Karadzic ordered his police to arrest her as part of an attempted coup

## Serb power struggle threatens Dayton peace deal

By Anthony Robinson

The fragility of the 1995 Dayton peace agreement for Bosnia, maintained by a 31,000-strong international force (SFOR), has been underlined by a power struggle in Republika Srpska, the Serb part of the federal state created at Dayton.

The struggle is between Mrs Biljana Plavsic, the president of the Bosnian Serb republic, and Mr Radovan Karadzic, her predecessor. As an indicted war criminal, Mr Karadzic was forced to step down from the presidency months after the Dayton accords were signed. However, despite attempts to extradite him to appear before the UN war crimes tribunal at The Hague, he retains enough power over the police and other institutions to mount what Mrs Plavsic describes as an attempted coup against her.

On returning to Belgrade from an official visit to London, Mrs Plavsic was temporarily detained by the Serbian police, controlled by Mr Slobodan Milosevic, the Serbian president, on her arrival in Belgrade. After being driven into Bosnian Serb territory, she was then detained by Republika Srpska police on arrival at the town of Bijeljina. She finally returned to her headquarters in Banja Luka under the protection

### BOSNIA REACHES AGREEMENT ON YUGOSLAV DEBT

Bosnia-Herzegovina has reached a last-minute agreement in principle with its London Club commercial bank creditors which could set a precedent for a deal with rump Yugoslavia, consisting of Serbia and Montenegro, writes Anthony Robinson. A Yugoslav team led by Mr Danko Djmic, the federal deputy prime minister, is expected to meet creditors again later this month after inconclusive talks with the International Co-ordinating Committee led by Chase Manhattan Bank in London last week.

The agreement with Bosnia, reached on Monday night, is more generous than that extended to Croatia, Macedonia and Slovenia, which enjoyed limited interest rate relief but no reduction of principal. This reflects creditors' recognition of

the severe damage caused by 43 months of war and ethnic violence.

Bosnia-Herzegovina agreed to accept responsibility for debt totalling \$404m, but only \$150m will be repayable in the first instance. The overall \$404m is equivalent to 10.58 per cent of the \$4.2bn which former Yugoslavia owed to foreign commercial banks under the terms of the 1988 New Financing Agreement (NFA).

The deal is in two parts. In the first instance Bosnia will issue the equivalent of \$150m of D-Mark denominated bonds, a "basic amount" equal to 37.5 per cent of its NFA debt share. Principal on the basic amount will be repaid over 20 years with a seven-year grace period, while interest will be charged at a fixed

rate of only 2 per cent for the first four years, rising to 3.5 per cent by the end of the seventh year. For the last 13 years, interest will be payable at less than one per cent over Libor.

Bosnia will only repay the remaining \$254m of debt, called the "performance amount", when per capita incomes have risen above \$2,800, or at least 10 years after issuance of the basic bonds. Once incomes rise to this level, Bosnia would issue a second tranche of bonds worth \$254m, equivalent to 62.5 per cent of the NFA principal. These "performance" bonds would be amortised over 12 years.

The agreement in principle was signed by both Mr Haris Siladzic, prime minister of the Moslem-Croat federation and Mr Boro Bosic, his Serb counterpart,



Mrs Biljana Plavsic (left) accuses her predecessor, Radovan Karadzic (right), of mounting a coup

the political situation remains very fragile. It also shows that the Bosnian Serb police, who under the Dayton accords are expected to protect refugees returning to the homes, remain a law unto themselves.

In theory, the US government remains committed to withdrawing its 8,000 troops in SFOR by

July 1998. European governments have threatened to follow the US example on the "in together, out together" principle.

In practice most attempts by refugees to return to their former homes across the ethnic lines patrolled by SFOR troops have been violently repulsed, and Nato's latest review of SFOR

operations pledged that "no significant changes to the size and capabilities of SFOR will take place until the North Atlantic Council, in consultation with the non-Nato SFOR contributors, has undertaken a thorough assessment of the security situation after the municipal elections in Bosnia in September."

## Leftwing rifts threaten Spanish unity project

By David White in Madrid

Rifts in Spain's Communist-led United Left, the third largest force in parliament, threaten to undermine the Socialist party's plans for a broad leftwing alliance on the French or Italian models.

Mr Joaquin Almunia, the Socialist's new secretary-general, has proposed forming a joint platform for the "common cause of the left" to contest elections for municipal councils and regional and national parliaments. This would build on alliances already emerging in some regions.

The proposal faces an obstacle, however, in the dogmatic figure of Mr Julio Anguita, the Communist party leader, who also heads the United Left, or IU, in a coalition with smaller leftwing and ecologist parties. Recent actions have made it clear he will veto any negotiations with the Socialists

unless they pass through him.

Members of a dissident faction, New Left, which is closer to Socialist positions on key questions such as the European Union, were expelled from IU's federal council last weekend.

The purge of the moderate group, which includes three of the 21 IU parliamentary deputies, came after they broke ranks earlier this month by refusing party orders to vote against labour reform legislation. The legislation backed up an agreement which had been signed by both main trade union federations.

Mr Anguita and his mainstream Communist allies have also distanced themselves from the coalition's Catalan counterpart, Initiative for Catalonia (IC). New draft IU statutes omit a previous reference to its "stable framework of relations" with the Catalan grouping. This could lead to a rival electoral

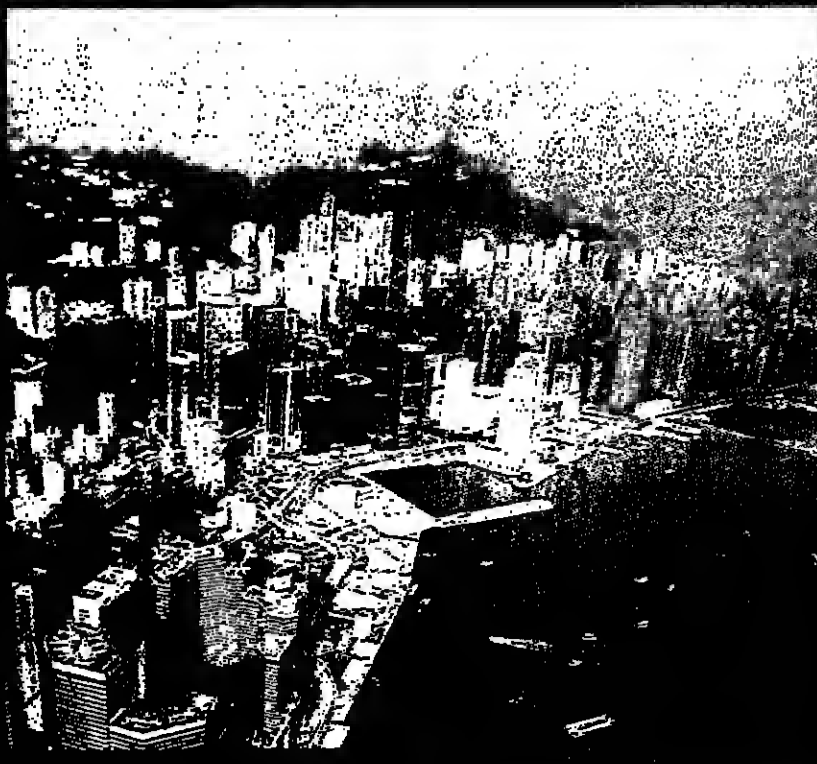
campaign for Communist votes in the region.

IC's leader, Mr Rafael Riho, has called openly for an electoral pact with the Socialists in regional elections in Catalonia, where the parties are already allied in Barcelona city council.

It has clashed with the IU leadership on several occasions recently. Last month it refused to join a controversial decision by IU to help the conservative government push through a law on the broadcasting of sports events, against opposition from the Socialists and other Catalan deputies.

Mr Anguita, intent on reasserting his authority over IU ahead of a party congress in December, has also refused to support its regional branch in Galicia, which has formed a pact with the Socialists in an effort to oust the conservative regional government when elections are held in October.

When the world is watching, NDS delivers.



Yesterday the world watched as history was being made. Because behind the cameras, the studios and the Anchors, advanced digital broadcasting solutions from NDS made sure the world was able to watch.

NDS is a world leader in the design, manufacture and integration of digital broadcasting systems: digital compression, multiplexing and modulation equipment; as well as conditional access systems that protect billions of dollars of broadcaster revenues. We lead the way in new digital technologies like 4:2:2 encoding that delivers better picture quality to editing rooms and affiliates as well as statistical multiplexing that optimizes bandwidth.

Our customers include: BSkyB, DIRECTV, StarTV, Galaxy Latin America, Reuters, BBC, NBC, IBM, NTL, Foxtel, and Deutsche Telekom ... to name but a few.

So next time you watch history in the making, sports like tennis at Wimbledon, a business report, or your favorite movie - remember NDS. Because when it comes to digital broadcasting - no one delivers like NDS.



NDS Ltd., Haverhill Boulevard, 236 East River Road, Haverhill, MA 01830, United Kingdom. Tel: +44 (0) 181 476 8500 Fax: +44 (0) 181 476 8100

This announcement appears as a matter of record only.

APRIL 1997

**EQUANT**

SITA Telecommunications Finance B.V.

U.S. \$600,000,000

Syndicated Revolving Credit and Term Loan Financing

Bankers Trust International PLC co-arranged this facility to provide financing for EQUANT in conjunction with its capitalisation of the world's largest international telecommunications network.

U.S. \$10,000,000

Equity Investment

BT Capital Partners Europe arranged an investment by BT Investment Partners, Inc. in SITA Telecommunications Holding N.V. the parent company of the Borrower.

**Bankers Trust**  
Architects of Value



## NEWS: ASIA-PACIFIC

After the Hong Kong handover, FT writers consider what the policy imperatives are in the region

## China now turns eyes on Taiwan Shanghai fighting to regain lost title

By Tony Walker in Beijing and John Ridding in Hong Kong

China's leaders yesterday signalled to Taiwan that efforts to secure reunification would be increased following Hong Kong's return to mainland control under the "one country, two systems" formula.

President Jiang Zemin and the premier, Mr Li Peng, made it clear in speeches delivered on their return to Beijing from handover celebrations in Hong Kong that greater priority would be accorded to the Taiwan issue.

"We hope that the Taiwan authorities will, truly return to the one China position and take concrete steps towards the development of cross-Straits relations and to the complete reunification of the coun-

try," Mr Jiang told a mass rally in Beijing.

Mr Li said at a reception in the Great Hall that the "one country, two systems" model "works for Hong Kong and Macao (and) it can also work for Taiwan".

Informal negotiations between Beijing and Taipei ground to a halt in 1995 following a visit to the US by Taiwan's President Lee Teng-hui which deeply angered the Chinese. Efforts to re-start the talks have been unsuccessful, but it seems likely Beijing will now step up pressure on Taiwan to re-engage, possibly at a higher level than before.

China regards Taiwan as a renegade province and has not ruled out the use of force to secure its return. Taiwanese officials say the time is not ripe for reunification talks.

President Jiang in several speeches yesterday sought to reassure Hong Kong about its autonomy under Chinese sovereignty and also extended an olive branch to Britain. "We have full confidence in the Hong Kong government and will give it full support," he said in Hong Kong before returning to Beijing.

"No central department or locality may or will be allowed to interfere in Hong Kong's affairs which, under the Basic Law, should be administered by the Hong Kong Special Administrative Region, he added, referring to the territory's possible colonial constitution.

Speaking at a ceremony to mark the establishment of the Hong Kong SAR, as post-colonial Hong Kong will be known, Mr Jiang described the resumption of sovereignty as

"a red letter day" and a "shining page in the annals of the Chinese nation".

Mr Robin Cook, UK foreign secretary, said that he would visit Beijing by the end of the year and that Mr Tony Blair, the prime minister, would make a visit in 1998.

Mr Cook said he was leaving Hong Kong encouraged about the territory's prospects, citing reassurances about the timetable for elections, due to be held within one year, and the deployment of the People's Liberation Army.

"I welcome the fact that a senior Chinese minister has explicitly confirmed that the defence role of the PLA is solely external, not internal," said Mr Cook, referring to discussions with Mr Qian Qichen, his Chinese counterpart.

As the choir of 10,000 lined Shanghai's colonial waterfront in the early hours of yesterday morning to welcome the return of Hong Kong in a festival of song, a few members might have been tempted to hit a discordant note.

For besides the state-orchestrated euphoria and the genuine swell of patriotism, the Shanghaiites have mixed feelings about Hong Kong.

"Every Chinese citizen feels pride at Hong Kong's return to the Motherland," said Mrs Chen, who works in a local laundry. "But, you know, Shanghai used to be the richest, most bustling city in China... much bigger than Hong Kong. Today we are poorer than we were many years ago, but if we had had independence - like Hong Kong - then Shanghai would be the business capital of Asia today."

In the 1920s and 1930s, Shanghai dwarfed Hong Kong as the pre-eminent financial and commercial centre in the region, but the Communist takeover in 1949 and a generation of Marxist rule wiped away the pre-war opulence and the title passed to Hong Kong.

Today, China's fastest growing city has ambitions to regain its lost mantle. But autonomy is the elusive key. China's still meddling state remains the single biggest obstacle to Shanghai eclipsing Hong Kong and returning to the premier league of world financial centres.

Shanghai's resurrection has been startling enough. China's economic reform process started in the late 1970s, but Beijing, wary of unleashing commercial forces in China's largest city, only approved Shanghai's liberalisation in 1992. Since then, the city has been growing at 14 per cent per year.

Shanghai has sprouted expressways, suspension bridges and high-rise retail and office blocks, as well as a mammoth new municipal

library, a grand theatre and a vast new museum taking pride of place in People's Square. According to local reports, the rash of construction has brought one fifth of the world's high rise cranes to Shanghai.

The city accounts for just over 1 per cent of China's population, but 8 per cent of its gross domestic product and more than 30 per cent of

According to local reports, the rash of construction has brought one fifth of the world's high-rise cranes to Shanghai

total foreign investment. Standing at the mouth of the great Yangtze river, it is the obvious gateway to China's industrial heartland and market of 350m people.

Pudong, the former wasteland in the east of the city, is earmarked to become China's Wall Street. This month, the stock exchange building with the largest trading floor in Asia will open. By 2001, the city will boast the tallest building in the world, the 81bn Shanghai World Financial Centre.

However, building the hardware to house a financial powerhouse may prove the easy part of Shanghai's renaissance. Establishing a free and functioning market system in the shadow of Beijing's interventionist leadership may take longer.

Back in 1984, a confident Mr Mao Yingliang, president of the Shanghai branch of

the People's Bank of China, the central bank, set out an aggressive development plan that saw Shanghai surpass Hong Kong's securities market within a couple of years and catch up with other international financial centres, including New York, London and Tokyo, by 2010.

The programme hinged upon the opening of a gold market and an offshore financial market, as well as the development of the financial futures industry and the transfer of state bank head offices to Shanghai. All such initiatives have been barred or stalled by the central government. The central bank's timetable has been discreetly ditched.

"Shanghai proposes and Beijing disposes, that is the nub of the problem," said one of the many foreign bankers frustrated by the spluttering development of Shanghai's financial markets. "Shanghai remains part of a state planned economy. If it were a special administrative region, like Hong Kong, then it would catch up very fast."

Hong Kong's administrative freedom makes it innovative, refining its financial and commercial expertise to stay in contention with other global business capitals. Shanghai, meanwhile, has yet to establish some of the market foundations: the rule of law, broadly transferable share ownership and full currency convertibility. Until China achieves current account convertibility, China's stock markets will offer little more than tiny, speculative opportunities to the foreign investor.

Not that Shanghai has abandoned its ambitions. Mayor Xu Kuangdi expects that by 2050, Shanghai will be the pre-eminent financial and commercial city in the Asia-Pacific. And Mrs Chen agrees: "We still need a long time. But we will catch up. We will be the richest city in Asia once again."

James Harding

## Education and housing are priorities

By Peter Montagnon and John Ridding

Education and housing emerged as the main priorities of Hong Kong's new administration in the first policy speech by Mr Tung Chee-hwa, the territory's chief executive, yesterday.

Mr Tung called for "a stable, equitable, free, democratic, compassionate society with a clear sense of direction" which could contribute to the modernisation of China, the nation to which Hong Kong now once again belonged.

He paid tribute to China's late paramount leader Deng Xiaoping, who created the concept of "one country, two systems" which underpins Hong Kong's handover. His administration would work to strengthen the understanding of mainland China with which its interests were entwined.

"The reunification has created a new environment and better conditions for us to understand our country and our people, and to love our country and our people. Only then can we firmly establish our roots and make one country, two systems a success."

"Our foremost task is to enhance Hong Kong's economic vitality and sustain

economic growth," Mr Tung declared. "Only through the creation of wealth can we improve the living of the people of Hong Kong, and continue to contribute to our country."

Hong Kong's Basic Law provided the constitutional framework for the territory and guaranteed free enterprise, free trade, prudent financial management, low taxes, the rule of law, an executive-led government and an efficient civil service.

His main pledges included: ● A commitment to draw up a 10-year plan to increase overall housing supply by speeding reclamation and land formation and extending the mass transit rail system. His administration would reduce the average waiting time for public rental housing to three years and clear all temporary housing areas.

"Owning one's home is an aspiration shared by the people of Hong Kong. It is crucial for nurturing a sense of belonging and maintaining social stability."

● Implementation of Hong Kong's plans to establish a mandatory provident fund as soon as possible with an in-depth review of the territory's social security scheme to assist the elderly.

● A commitment to pro-

mote a good business environment. "We will promote the services sector and facilitate the development of value-added and high-technology industries."

"It is the responsibility of the government to plan for and train the necessary manpower and uphold the principles of free trade, fair competition, and non-interference in the market."

● Maintenance of the legal system and rule of law. "We will continue to ensure the executive, legislative and judicial branches of government operate independently. We will keep up our efforts against corruption and maintain a clean society."

● An injection of sufficient resources into the education system to allow improvement at all levels with better qualified teachers, higher standards of language training and formulation of a comprehensive policy on the application of information technology in education. New primary and secondary school teachers should all have a university degree and teacher training.

"Education is the key to the future of Hong Kong. It provides a level playing field for all, and the human resources required for further economic development."



Tung Chee-hwa, Hong Kong's chief executive, being greeted by guests at a post-handover reception yesterday

## Japanese women still do the dishes

By Gillian Tett in Tokyo

Japan has embraced many western fashions in recent decades - but the concept of the "new man" is apparently not one of them. A government report yesterday showed that Japanese men undertake just 20 minutes of housework each day on average - even when their wives work.

This aversion to domestic chores hampers attempts to promote equality, the government said. For though record numbers of women are now working in Japan, on average they do over four hours of chores a day.

Ms Natori Haniwa, director of the government Office for Gender Equality, said: "In comparison to Europe and America, Japanese men devote a remarkably shorter time to housework."

Traditional Japanese society has long assumed that women's role is in the household. This has left the Japanese government facing United Nations criticism in recent years because the country lags behind other western nations in terms of women's rights.

Last year the government tried to improve its image by establishing a "Plan for Gender Equality in the year 2000". Its first progress report yesterday heralded some improvement. Last year women accounted for a record level of almost 40 per cent of the work force.

The proportion of women completing four-year university courses exceeded those doing the two-year option for the first time last year. But women only earned about 60 per cent of male salaries. And only 8 per cent of Japanese politicians are women, compared with 40 per cent in Sweden.

One statistic in the report gave little reason for comfort: police data shows teenagers account for a third of all prostitutes in Japan, with the number selling sex "to get money for fun" apparently surging last year.

## India plans sweeping court reform

India yesterday announced sweeping measures to overhaul its legal system, which is wrestling with a backlog of more than 30m cases. Renter reports from New Delhi.

The steps include permitting plea bargaining, setting time limits for court proceedings, promoting alternative methods for settling disputes and setting up independent prosecution agencies, said the law minister, Mr Ramakant Khilap.

"[We] considered the heavy backlog of cases and have resolved that the 50th year of our independence be observed as the docket clearance year," Mr Khilap said after a conference of federal and state ministers on legal reforms.

"We suggested a definite time-frame for every stage of a trial. The ultimate aim is to limit the duration of a trial, to possibly less than one year. Today any civil litigation takes any number of years - 10, 20, 30 years. Sometimes, generations get involved," he said.

Mr Khilap said the government would introduce a system of plea bargaining, similar to that in the US, where the accused can receive more lenient treatment from the court in exchange for a guilty plea.

The two-day conference also decided to regulate public interest litigation pleas, which legal experts say are clogging the already over-

burdened judicial system. Such appeals are often filed directly in the Supreme Court by social and environmental activists who say the government is not fulfilling its statutory duties.

The conference unanimously agreed to introduce a constitutional amendment to override a controversial 1993 Supreme Court decision which awarded great powers to the chief justice of the court in choosing judges.

If parliament passes the amendment, the president of India will regain the power to appoint judges in consultation with existing judges of the Supreme Court and lower courts. Parliament is due to meet

on July 23 for a month-long session.

Mr Khilap said the conference decided to appoint several women prosecutors and judges to deal with cases of crimes against women. Government statistics show more 10,000 rapes recorded each year, but women's groups say the figure is much higher and that most cases are not reported because of the shame associated with the crime in conservative Indian society.

● The Indian government yesterday promised a fight against corruption as Mr Gujral faced strong criticism for abruptly transferring the popular chief of the Central Bureau of Investigation to a new job.

## Philippine welcome for gas boost

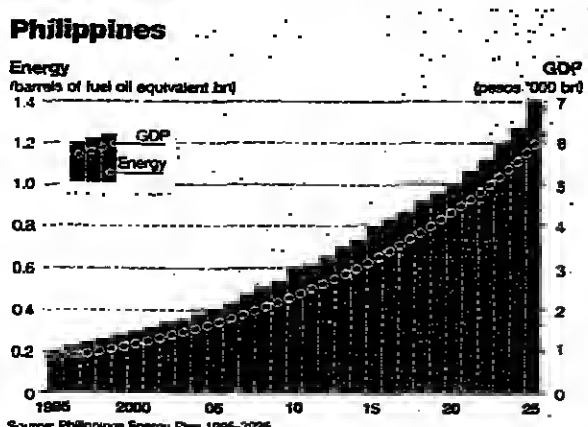
Justin Marozzi reports on the hoped-for contribution of a new energy source

Politicians and businessmen are given to talking up the importance of new contracts. Two deals signed last week during President Ramos's trip to the UK were described as "the largest and most significant investment in the history of Philippine business", but for once the billing looks close to the reality.

Together, the deals, which are the culmination of a costly energy exploration process going back nearly 20 years, represent the birth of the Philippine natural gas industry. When delivery of the first natural gas is made in about five years' time, the industry will make a big contribution to state revenues and help save precious foreign exchange.

Both deals involve the gas exploration joint venture Shell and Occidental (Shell Oxy). Under one, First Gas Holdings, a Philippine group partnered by British Gas, has agreed to buy 1,480bn cu ft of natural gas over 20 years from Shell Oxy's offshore Malampaya-Camagao gas field in western Philippines to supply a 1,500MW power plant.

In a separate arrangement, Napocor, the state-owned power company, will purchase 1,100bn cu ft of Shell Oxy gas over 20 years to supply its new 1,200MW gas turbine power plant in Batangas, outside Manila. The total reserves in Malampaya-Camagao stand at 3,200bn cu



ft, a small fraction of the country's natural gas resources of 38,500bn cu ft. Together, the two deals, which are expected to be finalised in November, amount to a \$4bn integrated natural gas-to-power project via a 500km offshore pipeline linking the Malampaya-Camagao field to Batangas. The first delivery of commercial gas is scheduled to begin in 2002.

"We really believe we are on the threshold," says Mr Guillermo Balce, assistant secretary of energy. "The contracts are a clincher because without them, if there is no market, people will not start investing money. Everything is now set for the start of the financing, design, construction and eventual completion of the first generation plant." Shell invested about \$150m

natural gas in the 10-member Association of South-east Asian Nations.

Gas represents 150,000 barrels of fuel oil equivalent, or just 0.05 per cent of the country's energy. According to the government's energy plan, by 2025 that will rise to 11 per cent, stimulated in part by demand from an estimated 400,000 commercial and residential customers between 2010 and 2020.

Of the 19,600MW capacity being added between now and 2025, one third will come from the gas development plan. Demand is also likely to be increased with the eventual conversion of Westinghouse's mothballed 680MW nuclear plant in Bataan into a 1,500MW gas-fired combined cycle plant.

The impact of the Malampaya-Camagao project in the Philippines goes far beyond the embryonic natural gas industry, says Mr Oscar Reyes, chief executive of Shell Philippines.

"This is a landmark project with landmark benefits for the country. It addresses key challenges of the economy. First, it promises revenues for the government of about \$40m-\$50m annually, for the next 20 years. Its impact on the trade deficit will clearly be substantial and will also allow us to increase our self-sufficiency in energy by 20 to 30 per cent and free up about \$1bn a year in foreign exchange."

Looking ahead, once the country is firmly on the world map for natural gas, further investment opportunities are likely to emerge. State-owned Manila Gas, which is in the process of being privatised, has an existing gas distribution network within the capital in need of rehabilitation and expansion to service a customer base which is expected to grow rapidly.

To encourage new exploration, the Department of Energy also plans to grant one 25-year service contract a year until 2025 with foreign equity participation up to 100 per cent.

Companies such as Arco and Murphy Oil of the US, Stirling of Australia and British Gas are already looking at other oil and gas exploration prospects around the archipelago, says Mr Balce.

The Fuga Island natural gas prospect in northern Philippines is potentially the country's largest with up to 18,000bn cu ft. The opportunities are endless, he says.

"We're excited about that one because even if it's 5 trillion [5,000bn] cu ft, it would be enough to justify a gas pipeline to Taiwan and eventually power interconnection between the two countries. And who knows, one day Taiwan may be connected to China. That would be a big market for both Taiwan and the Philippines."

## ASIA-PACIFIC NEWS DIGEST

## Thai deposit insurance pact

Plans to set up a deposit insurance institution within one year were approved by the Thai cabinet yesterday. This one of a number of measures being taken to lift depositors' confidence during a shake-out in the country's finance industry. The scheme will require lenders to make insurance contributions - lifting some of the burden from the central bank.

The cabinet also passed finance ministry proposals to waive capital gains taxes for the many mergers now expected among the 91 finance houses. The authorities have recognised that dealing with bad debts that may account for a third of all finance house assets will be hard enough without tax complications.

A cap on bank deposit rates and finance firms' promissory notes and call rates at 12, 14 and 11 per cent respectively was also agreed. William Barnes, Bangkok

## Hashimoto to visit China

Mr Ryutaro Hashimoto, Japan's prime minister, will visit China in September amid growing concern there about Japan's strengthened defence relationship with the US. Plans for the trip were confirmed on the sidelines of the Hong Kong handover ceremonies. Mr Yukihiko Ikeda, Japanese foreign minister said in an interview. Mr Li Peng, China's prime minister will visit Tokyo in November.

During a bilateral meeting Mr Ikeda's Chinese counterpart, Mr Qian Qichen, had also raised worries about Japan's plan to allow its troops to take a more active role in collective defence operations in the region. China wanted a multilateral approach to regional security, but Japan believed its alliance with the US offered the best guarantee of peace in the region as long as both countries also had strong relations with China. Peter Montagnon, Hong Kong

## Pakistan bans MPs' defection

Pakistan's parliament yesterday passed a law banning the defection of MPs that will strengthen the position of prime ministers and ruling parties.

The law, which aims "to provide against defection of elected members with a view to obtaining a clean and honourable political state of affairs", means that MPs could lose their seat if they violate party discipline, vote against the party policy or abstain from voting in a way that contravenes party policy.

Yesterday's law was the second attempt by Mr Nawaz Sharif, the prime minister, to consolidate his position. In April, his ruling PML (Pakistan Muslim League) stripped the president of powers to sack the prime minister and dissolve parliament. Farhan Bokhari, Islamabad

## Australia trade surplus grows

Australia posted one of its highest ever trade surpluses in May, reflecting a strong export performance combined with a sluggish domestic economy. Government statistics showed the May surplus at A\$373m, (US\$561m) compared with A\$182m for April.

Exports rose 6.3 per cent while imports fell by 5.4 per cent to their lowest level for seven months. The export figure was inflated by the sale of a frigate worth around A\$600m, but even excluding that, the trade trend has been strong so far this financial year. The trade surplus in the 11 months to May totalled \$2.01bn against a deficit of A\$1.2bn last year. Bruce Jacques, Sydney





## FORTIS AT WORK ON A PRODUCTIVE FUTURE

In six years, Fortis has become one of the world's largest financial service groups. Just take the following figures: over 100 companies operate independently within the Fortis group. They include

such familiar names as AMEV, VSB, ASLK-CGER, AG 1824 and MiesPierson. Together they employ over 34,000 people and manage assets in excess of ECU 300 billion. Their sphere of operations covers most of Europe, as well as the United States, Asia, Australia and the Caribbean.

And their product range encompasses the whole field of banking, insurance and investments.

That, in a nutshell, is the *status quo*. But it's certainly not the end of the story. Fortis has adopted a strategy of growth. The achievement of this strategy

is based on a market vision that can be described as multi-domestic, multi-product and multi-channel.

It is multi-domestic in the sense that at Fortis we see every country where we operate as a home

market, enabling us to respond effectively to the needs of that market. By multi-product we mean that in principle the number of products and services we can deliver is unlimited. Whatever the market

demands Fortis can introduce - and will do so, provided it helps to achieve our profit objectives.

Finally multi-channel is our way of emphasizing that we plan to reach the client through a variety of distribution channels. To sum up, this market approach is successful because it meets the wishes of individual clients as closely as possible. And in the coming years it will become even more successful by exploiting the benefits of synergy and the exchange of knowledge and experience within Fortis. In other words, it is the sure basis for a produc-

ive future. For more information, please call: 31 (0)30 257 6549 (NL) or

32 (0)2 220 9349 (B). Internet: <http://www.fortis.com>

**fortis**

INSURANCE • BANKING • INVESTMENTS



## Brussels to appeal over hormones

By Neil Buckley in Brussels

The European Commission is set to appeal against a ruling that its ban on imports of hormone-treated beef breaches world trade rules. The commission said the ruling could have far-reaching implications for consumer protection.

A confidential report from the World Trade Organisation has backed US and Canadian complaints that the European Union ban was imposed in 1989 because of fears that hormones widely used in North America to promote animal growth could cause cancer and other abnormalities in humans.

The ruling was met with dismay by European consumer and farming groups. But it was welcomed by US trade and agriculture officials, who have consistently challenged the ban and claim US beef imports to the EU could be worth \$350m a year.

The Commission said it had to consult EU states before launching an appeal, but was confident of their backing.

An appeal could delay the conclusion of the case until late in the year. But it is unlikely to overturn the conclusions of a report said to contain a forthright and systematic rejection of the EU's case.

If its appeal fails, the EU would either have to lift its ban, or pay hundreds of millions of dollars in compensation to the US and Canada for lost trade.

Officials hinted yesterday the Commission was prepared to pay fines rather than expose EU consumers to a product it insists is dangerous.

Brussels is also under pressure from consumer groups, farmers and EU

states such as France not to allow in hormone-treated beef.

"Under no circumstances should the EU lift the ban," said BEUC, the Europe-wide consumers' organisation. "Consumers don't want it, it brings them no benefits, and it could have disastrous consequences for consumer confidence in beef."

Farmers are similarly fearful that concern over hormones could destroy confidence in beef, just as it is starting to return after the "mad cow" crisis.

The US, however, has indicated it would not accept compensation, but would insist on the principle that the EU should open its market. It says growth-promoting hormones in animals are not dangerous for humans if used correctly.

The WTO backed that view, accusing the EU of failing to carry out a proper risk assessment before imposing its ban. It suggested the EU was applying double standards by banning beef hormones, but failing to control naturally-occurring hormones in food products, or to ban synthetic hormones used in pigs.

Brussels accused the trade organisation of ignoring its scientific evidence.

It also warned that the report apparently challenged the right of governments to determine acceptable "risk thresholds" for their consumers - a right supposedly protected by WTO rules.

The ruling could make it difficult for governments to ban potentially dangerous products without amassing scientific evidence first, it added.

"The precautionary principle is out," said one EU official. "This ruling suggests you can't ban something until you can show people are dying from it."

Editorial Comment, Page 13

## EU offers to scrap financial services curbs

By Sander Thoenes in Brussels

The European Union yesterday offered to eliminate most of the remaining restrictions in the financial services sector, improving prospects for negotiations on a global agreement in financial services.

The EU offer comes before the July 14 deadline for revised offers from members of the World Trade Organisation ahead of a new round of talks on reaching a global liberalisation accord in December.

The US had previously rejected a deal because Washington said Latin American and Asian countries had not gone far enough in opening up their financial markets. The EU represents over one quarter of the world's insurance, banking and share trading markets.

The EU had offered "free access" to its financial service markets, without reciprocity, and now hopes to encourage others to make conditional offers, a spokesman said. "The most problematic [members] are Korea, Thailand, Malaysia,

India, Mexico and Brazil," he added. "Our offer is more liberal than any other offer on the table."

The EU now proposes to end 12 restrictions still imposed by member states, mainly Sweden and Finland, to protect local banks, security firms and stockbrokers.

The restrictions include requirements to incorporate, establish a subsidiary and appoint local nationals as directors.

The EU would also relax requirements for non-EU insurance companies, mostly concerning establishment in member states and citizenship of its directors. France, Portugal and Greece would still screen large direct investments but few other restrictions remained, the EU spokesman added.

The EU has yet to publish its revised offer. An earlier US proposal only guaranteed access to its market for foreign institutions' existing operations.

The EU wants this commitment to be extended to all foreign competitors and is urging a reform of a US-enforced separation of commercial and investment banking.

Ottawa loses its World Trade Organisation appeal over 'US cultural invasion'

## Canada scrambles to protect magazines

By Bernard Simon in Toronto

Canada is scrambling to find new ways of shielding domestic magazines from their powerful US rivals after exhausting its options under the World Trade Organisation's dispute settlement procedures.

A WTO appeal panel has rejected Ottawa's attempt to keep an 80 per cent excise tax on advertising in "split run" editions of US magazines, which have a high proportion of Canadian advertising but mostly US editorial content. The panel also backed a US complaint against postal subsidies for Canadian periodicals.

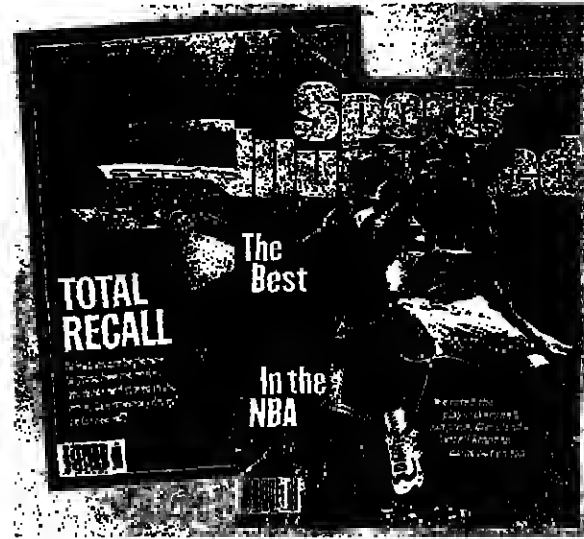
The magazines dispute has its origins in plans by the New York-based Sports Illustrated, which has a sizeable readership in Canada, to produce a "split run" edition in Canada. Local publishers complained that US magazines, with vast resources and economies of scale,



Barshelsky: WTO rules stop governments using 'culture' as a pretence for discriminating against imports

posed a threat to their survival, and to Canadian culture in general.

Canada has about a year to comply with the WTO ruling. Officials said the government would seek other ways of protecting publishers without infringing WTO



rules. Magazine and newspaper publishers, also affected by the ban on postal subsidies, are due to meet international trade and heritage ministers this week.

Canada has erected measures over the years to protect "cultural" industries,

such as publishing, broadcasting and film production. These measures are exempt from the provisions of the North American Free Trade Agreement, but the US has taken an increasingly unsympathetic approach.

Ms Charlene Barshelsky,



Eggleton: new communications technologies challenge traditional protectionist devices

US trade representative, said the latest finding "makes clear WTO rules prevent governments from using 'culture' as a pretence for discriminating against imports".

The US has complained about recent changes in

Canadian copyright law under which a levy on blank tapes is paid into a fund to help Canadian artists. Ms Barshelsky says Nafta's "national treatment" provisions require US artists should share in the proceeds. The initial WTO finding in the magazines dispute earlier this year triggered a debate on the efficacy of the government's cultural policies.

Critics say present policies help many large companies that can look after themselves, but do little to nurture artists and authors who define a nation's culture. Conversely, some US companies do more than some of their Canadian counterparts to support local culture.

Mr Art Eggleton, former Canadian trade minister, fuelled the controversy by saying dwindling sympathy among Canada's trade partners, especially the US, and new communications technologies challenged traditional protectionist devices.

## Insurers sign up to global network

By Christopher Adams, Insurance Correspondent

The world's biggest insurance brokers have signed up their first paying customers for a global electronic network they say could cut transaction costs by up to 40 per cent.

Commercial Union and Royal & Sun Alliance, two UK-based insurers, will with the specialist Lloyd's insurer Brookbank Group begin subscribing to a system allowing them to conclude deals more rapidly with brokers. The commercial insurance industry has for years lagged behind other financial services in developing electronic commerce.

Unlike the securities and foreign exchange markets, commercial insurance markets are still largely paper-based, with transactions often taking weeks. Brokers frequently ferry thick bundles of paper into Lloyd's, the London insurance market, when looking to insure a risk, and most hold countless meetings with underwriters.

Four of the world's leading brokers have developed a system they say will allow much of this documentation to be transferred electronically between broker and insurer. The project involves co-operation between rivals facing increasing pressure to improve their core businesses. Many more commercial buyers are dealing direct with the insurer.

The four brokers, Marsh & McLennan, Aon, Sedgwick and Willis Corroon, yesterday defended the cost of the project, which has risen to \$50m (\$80m) in the three years it has taken to develop, with predictions of huge cost savings.

"Insurance brokers are losing market share," said Mr Dennis Mahoney, chairman of World Insurance Network, which developed the system with British Telecommunications. "If we are to prosper, we must look at more efficient business processes."

The network will use new software to allow brokers and insurers to communicate more easily. A directory of 300,000-500,000 contacts will allow brokers to select underwriters within seconds. Subscribers will be charged up to £100,000 depending on usage.

## Japan telecom carriers warned on US licences

By Michio Nakamoto in Tokyo

Japan was warned yesterday by the Federal Communications Commission, the US telecoms regulator, that two of its leading carriers will not receive licences in the US market until Tokyo agrees to talks on equipment procurement by NTT and a dispute over foreign ownership rules in Japan.

Mr Reed Hundt, FCC chairman, said that without such signals from Japan, the commission did not intend to approve or disapprove the applications of NTT, Japan's dominant domestic carrier, and KDD, its largest international carrier.

Mr Hundt's stance runs counter to the view of the Japanese Ministry of Posts and Telecommunications that the issue of NTT's procurement of foreign telecoms equipment and a 20 per cent restriction on foreign ownership of NTT and KDD should be separated from the issue of US licence applications.

NTT, which has been allowed into the interna-

tional market, and KDD both applied for licences earlier this year to operate limited telecoms services in the US.

The US Trade Representative's office wrote to the FCC asking that NTT and KDD's licences be suspended until progress was made on the two remaining issues. The US Trade Representative is keen to renew a bilateral agreement aimed at increasing foreign procurement by NTT which runs out in September and to win Japanese consent to dropping the 20 per cent foreign ownership rule that applies only to NTT and KDD.

Mr Hundt is in Japan to begin discussions on deregulation after February's agreement at the World Trade Organisation to liberalise global telecoms.

"The issue of real magnitude," Mr Hundt said, was whether Japan would move rapidly enough on lowering its interconnection and other charges and deregulating the market to build advanced communications. While the first phase of global deregulation saw greater accep-

tance of the idea of telecoms market competition, and ended happily with the WTO agreement, the second phase was about "making philosophy reality".

Japan had a big role to play in that respect and needed to lower its interconnection charges, remove regulations on competition, particularly restrictions on licences, and introduce greater transparency to its regulations.

Japanese interconnection charges are the highest among developed countries, while licensing often involves pre-licensing negotiations involving unwritten rules.

Singapore Telecommunications yesterday reduced its Integrated Services Digital Network International data rates by up to 23 per cent, making its rates cheaper than most of the countries with which it has ISDN links. SingTel at present has ISDN links with 35 countries, including Australia, Belgium, China, Hong Kong, Japan, Malaysia, the UK and the US.

## US misses deadline for judging Nafta's record

By Nancy Dunn in Washington

The Clinton administration yesterday failed to produce a long-awaited report on the North American Free Trade Agreement (Nafta) on schedule, saying it had been unable to complete the report on time.

Trade specialists in charge of the report have had plenty of material on the subject from outside government on which to base their assessment of the first three years of Nafta, in effect since January 1, 1994. The July 1 deadline for the report, written into US law, was preceded by a flurry of reports from Nafta proponents and foes.

The conservative Heritage Foundation said Nafta had helped create "millions of new jobs and a robust US economy". The "giant sucking sound" forecast by Nafta opponents "turned out to be Americans drinking out of juicy fruits of free trade". The Brookings Institution concluded Nafta had proba-

bly created more jobs than it had destroyed, while spurring US-Mexican trade, business partnerships, specialisation in production processes and direct investment flows.

Six anti-Nafta groups, including the Economic Policy Institute and Public Citizen's Global Trade Watch, found Nafta had contributed to wage declines among blue-collar workers. "Many firms have used the threat of moving to Mexico as a weapon against wage increases and union organisation," it said.

Further, it found that "unregulated expansion of North American trade had made the heavily polluted border region much dirtier and more dangerous".

Anticipating "unqualified endorsement of the pact", the Council on Hemispheric Affairs said this would be "nothing more than an irresponsible political ploy to protect the reputation of what [the administration] sees as one of the premier foreign policy achievements

of its years in office". Nafta had been paid for by loss of sovereignty in Canada and Mexico, which "to an alarming extent" had had policy decisions shifted to "foreign bureaucracies".

This week controversy surfaced over government aid for employers whose plant job losses have been certified by the US Labour Department as related to Nafta. A survey of employers showed several said the job losses had no connection to the trade pact. But the department certified redundant workers at these plants as, in effect, victims of Nafta and declared them eligible for a federally funded array of benefits.

Mr Raul Hinojosa, a professor of public policy at the University of California at Los Angeles, believes the certifications both overstate the number of jobs lost to the trade pact and fail to account for other, mostly non-union, jobs that were killed by Nafta but never reported.

### WORLD TRADE NEWS DIGEST

## Korean car exports surge

South Korea's main carmakers yesterday announced strong sales figures for June, thanks to a surge in exports, although domestic sales remained lacklustre because of the slowing economy. Hyundai Motor, South Korea's largest carmaker, said its sales in June rose 8.3 per cent to 118,764 units from 109,696 a year earlier. Hyundai said exports soared 42 per cent to 61,993 units from 43,609 units, due to the company's efforts to explore relatively new markets, such as Turkey, Greece, Spain and Italy.

Kia Motors also reported a surge in June sales, which rose 73 per cent to 67,748 units from 39,125 a year earlier. Kia said exports jumped 343 per cent to 40,669 units from 9,048 a year ago, when a wildcat strike hampered shipments. Domestic sales of Hyundai and Kia dropped as they lost ground to Daewoo Motor of the Daewoo Group. Daewoo's new model is popular in the local market. Daewoo said exports dropped 10.5 per cent to 54,083 units in the month from 60,579 units a year before because of a lack of cargo ships. However, Daewoo's domestic sales rose 15 per cent to 31,479 units from 27,575 units a year ago.

Reuters, Seoul

## Malays to finance power plant

A consortium of Malaysian banks, led by Sime Bank and including Bank Bumiputera, will lend \$105m to Independent Power Tanzania (IPT) for construction of a 100MW oil-fired power plant at Tanga, Tanzania. The estimated cost of the project is \$120m.

The plant will sell electricity to the state-owned Tanzania Electric Company (Tanesco) for six to seven US cents per kilowatt hour plus a capacity charge of between eight to nine US cents per kw. The power station is expected to earn \$200m (US\$79m) a year.

Asi/Huda, Kuala Lumpur

## Court victory for Hughes

Hughes, the US aerospace company, has won a judgment against an Australian government authority over the awarding of a big air traffic control contract.

The Federal Court yesterday found that Australia's Civil Aviation Authority had failed to evaluate tenders properly when it awarded the multi-million-dollar contract in 1993 to Thomson Radar, a subsidiary of Thomson-CSF, the French aerospace company.

The judgment leaves the way open for Hughes to receive compensation from the Civil Aviation Authority's successor, Airservices Australia.

Bruce Jacques, Sydney

## Danube bridge decision near

Bulgaria and Romania are to decide in a few weeks where to build a second bridge across the Danube, following five years of fruitless negotiations over three possible sites proposed in a study by Sir Alexander Gibb and Partners, the UK engineering consultants.

A Bulgarian transport ministry official said yesterday the new agreement set a timetable for choosing the site for a \$140m toll bridge, which would carry road and rail traffic. The UK consultancy would carry out further studies of the site, selected with EU financing.

The original study recommended the new bridge should link Lom, north of Sofia, with Rastu. But Bulgaria wants a bridge linking Vidin, western Bulgaria, close to the border with Serbia, with Calafat, in Romania. Romania favours the third site further east, which would link Turnu Magurele, south of Bucharest, with Nikopol in Bulgaria.

Kerin Hope and Theodor Tros, Sofia

The rail transport group of Siemens, yesterday said it entered a DM290m contract to provide Belgium's state-owned train company Societe Nationale des Chemins de Fer Belges with 90 hydraulic diesel locomotives. The engines will be built at the Siemens facility in Kiel, Germany.

AP-DJ, Frankfurt

# Fax not fiction.

The Nokia 9000 Communicator. A phone, fax, Web browser, E-Mail terminal, SMS message device and personal organiser in one.



NOKIA  
CONNECTING PEOPLE

صكنا من الأصل



Minister's visit to Tehran caps six months of Syrian-brokered fence-mending

# Saudis seek rapprochement with Iran

By David Gardner and Robert Corzine

Iran and Saudi Arabia, the Gulf's two largest oil producers, took a step towards ending their recent history of tense relations yesterday with a visit to Tehran by a Saudi minister bearing messages from King Fahd and his heir, Crown Prince Abdullah.

The visit accelerates a discreet process of fence-mending which has been going on over the past six months, in which Syria, Iran's main Arab ally, has been acting as intermediary.

It also follows last week's meeting of the Organisation of Petroleum Exporting Countries, at which Saudi Arabia and Iran launched a joint effort to convince other

Opec states to rein in over-production.

Prince Abdullah, who has long had close ties to Syria, last week attended a meeting in the Syrian port of Latakia of the Arab allies in the US-led coalition which evicted Iraq from Kuwait in 1991. The meeting, involving Egypt and Syria alongside the Saudi-dominated Gulf Co-operation Council, called in its final communique for a new start in Arab-Iranian relations.

Syria backed Iran during the 1980-88 Iran-Iraq war, whereas Saudi Arabia, in common with its Gulf neighbours, helped finance and arm President Saddam Hussein's regime as a bulwark against the expansion of Iran's Islamic revolution.

Bahrain, have since frequently accused Iran of trying to export its Islamist fervour to the Shia Muslim minorities in their predominantly Sunni Muslim countries, and the Saudi authorities have had bloody clashes with Iranians on the annual pilgrimage to Mecca.

But three factors have now combined to make Saudi-Iranian rapprochement worth exploring.

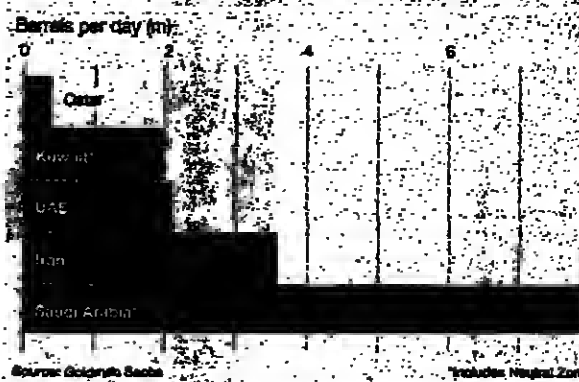
First, the Saudi ruling family, along with virtually all Arab governments, is concerned that Israel's refusal to hand back conquered Arab lands through the US-sponsored peace process is creating a popular backlash which particularly threatens countries such as Egypt and Saudi Arabia closely allied to Washington.

Arab ranks are closing and Syria would like to strengthen them with Iran's support because, second, most Arab regimes are also very wary of the growing alliance between Israel and Turkey.

Third, some Arab governments believe the election in May of Mr Mohammed Khatami as Iran's new president could open a new chapter in Arab-Iranian relations. Mr Khatami is a liberal in the Iranian context, who has stressed the rule of law and the need for Iran to co-operate with its neighbours in the interest of regional stability.

Both countries also share a desire to see a continuation of the relatively high oil revenues they have enjoyed over the past 18 months or

Gulf OPEC oil production quotas



so. They also share a fear that over-production by some Opec countries could weaken oil markets over the next year, hence last week's joint effort at the Opec meeting in Vienna.

Such a public display of co-operation surprised some analysts; although others noted the two countries had previously pushed aside political differences to reach agreements on oil issues.

## Unravelling Egypt's business red tape

Mark Huband on the hidden depths of bureaucracy that help frustrate the economic reformers

Foreign investors wishing to take advantage of Egypt's rapid moves toward a modern, open economy have welcomed Cairo's efforts to weaken the power of the unreformed bureaucrats who so often lurk in the shadows of economic reformers.

Eager to double last year's \$900m foreign direct investment, the Egyptian government has passed a company law intended to cut red tape. New companies now have a one-stop registration procedure with the Investment Authority, while tax incentives are intended to make Egypt the most attractive business destination in the region.

"Obviously I think it's a good place to invest," said Mr Mohamed Attieh, the Jordanian chairman of the Cairo-based Arab-European Company, which manufactures irrigation equipment.

This is in part explained by the EC800,000 (\$235,000) profit his company made last year. But that has been less on his mind than has a two-year dispute within the company, the conclusion of which has revealed the shortcomings of Egypt's business-related infrastructure.

Mr Attieh fell out with his Greek partner two years ago over a decision to buy equipment for the company's

Cairo plant from another company owned by his partner. Mr Attieh objected to the cost, saying the equipment could be bought more cheaply elsewhere. Since 1995 his partner has attempted to prevent him raising an objection to the purchase at board meetings, and eventually tried to reconstitute

**'What I have found is that the problem lies at the lower and the middle management'**

the board of directors to silence him.

The dispute reached its climax last month after an increasingly bitter legal battle. Mr Ibrahim Fawal, the respected chairman of the Investment Authority, was able to offer no solution other than the sale of one partner's shares to the other. Mr Attieh agreed to pay \$750,000 for 50 per cent of the company owned by the Greek partner,

which he said was \$150,000 more than he reckoned the shares to be worth.

"It seems that at the top level people are very keen and very serious about attracting investment and facilitating the climate for investment," Mr Attieh said. "What I have found is that the problem lies at the lower and middle management. These people are still more or less the problem."

According to Mr Attieh, the legal advice of the institutions which became involved in the dispute – the Investment Authority, the Registrar of Companies and the Capital Market Authority – was blurred by misunderstandings and favouritism.

"They created problems because they wrongly interpreted the law," said Mr Ahmed el-Sherbiny, legal adviser to the Arab European Company.

At the heart of the problem was a company rule which stated that no individual shareholder had more than 25 per cent of the votes at the company annual general meeting.

This stipulation, Mr el-Sherbiny said, is one the Egyptian government insisted upon routinely in the past. Though it is no longer demanded, it remains in the rules

of individual companies. "There was complete confusion in the Investment Authority legal department," said Mr el-Sherbiny.

The Investment Authority says the confusion stemmed from the company's rules rather than the law.

"All the lawyers have tried to

**'I think the lesson is that people have to be careful when they adopt a set of unorthodox laws'**

find loopholes in the company by-laws," said Mr Fawal, the reform-minded chairman of the Investment Authority. The dispute led to Egypt's ambassador in Athens being summoned to the Greek foreign office amid threats that Egyptian-Greek business relations would be harmed. The Greek ambassador in Cairo met Mr Fawal. But the question at the heart of the dispute was whether or not Egypt

had the instruments to resolve such problems.

"I think the only lesson from this is that people have to be very careful when they decide to adopt a set of unorthodox by-laws," Mr Fawal said. "My interference in this case was not really out of an official position. The two sides were not of the understanding that they could achieve a result through arbitration."

The dispute has not clarified which authority was responsible. Now the government is seeking to attract, with little apparent success, anchor investors for some of up to 40 state-owned companies it is seeking to privatise by the end of this year. As the private sector takes on a greater role, the demands for safeguards will grow.

"It is one of the weak points of the bureaucracy, that the Investment Authority put themselves in the position of a judge," said Mr Attieh. "They shouldn't have put themselves in that position in the beginning. Meanwhile, there's a conflict between the Investment Authority, the Capital Market Authority and the Companies' Registrar. Each party put the blame on the other."

## INTERNATIONAL NEWS DIGEST

## Mugabe plans to tax farms

Zimbabwe's President Robert Mugabe said yesterday he would expand a controversial land acquisition law to include an agricultural tax and bar foreigners and companies from owning land.

In an address to a new session of the parliament of Zimbabwe, Mr Mugabe also said his 17-year-old government would in the coming year sub-divide large farms into small commercial holdings to enable easy entry of the country's black majority into commercial agriculture.

Mr Mugabe's government has acquired about 3m hectares, mostly from white commercial farmers, since 1992 under a Land Acquisition Act that allows it forcibly to buy farms to resettle landless black peasants.

Yesterday, Mr Mugabe said his government still intended to buy over 5m more hectares to fulfil its resettlement plans.

Reuter, Harare

## Jordan capital markets open

Jordan's capital markets will be thrown open to foreign investors after the government yesterday scrapped the 50 per cent ownership ceiling on most stocks. The measures follow the liberalisation of foreign currency unveiled at the weekend and signal the government's commitment to press ahead with economic reforms and deregulation, primarily aimed at attracting foreign investment.

Under the new reforms, foreigners will be able to buy stakes of up to 100 per cent in most sectors, including banking, insurance, telecommunications and transport. However, the construction, the retail trade and mining, particularly the lucrative potash mines on the Dead Sea, have been excluded.

Judy Dempsey, Jerusalem

## Israel budget deficit soars

Israel's budget deficit soared to Shk3.13bn (\$870m) in May, fueling concerns about the government's ability to cut the deficit to 2.8 per cent of gross domestic product this year compared with 4.6 per cent in 1997. The deficit, higher than finance ministry forecasts, was caused by interest payments on government loans as well as a bonus paid to civil servants. The April deficit was Shk396m.

A report this week by Ilanot Batnaha Investments doubted the government could meet its target and warned that a failure to tackle the deficit "may lower Israel's international economic standing".

Judy Dempsey

## Rand survives easier controls

The rand strengthened slightly against the dollar yesterday as South African banks reported only modest interest by local residents in taking advantage of the relaxation of foreign exchange controls. From yesterday South Africans were able to apply for up to R200,000 (\$44,000) in foreign currency, to be held locally or invested overseas. The rand closed in Johannesburg at R4.53 against the dollar.

Mr Trevor Manuel, the finance minister, announced the concession in his March budget as part of the government's commitment to abolish remaining exchange controls. The Reserve Bank estimated that R3bn-R5bn could leave the country as a result of the relaxation. But officials said it might be three months before local demand could be assessed. Roger Matthews, Johannesburg

TAG Heuer

If you want room to manoeuvre you need flexible software.



### Competition

and volatile markets demand software that can be quickly and individually adapted to your specific needs – or your business will have nowhere to go. You need future-proof solutions. Now.

That's where the SAP® R/3 standard enterprise software comes in. After a short implementation phase, R/3 applications automate essential processes in production, accounting, sales, human resources and other areas, making them more efficient and even networking the departments with one another. R/3's modular design means the specific needs of your industry can be addressed as they evolve. So that your business finally runs the way you've always wanted it to – quickly, flexibly and efficiently.

R/3 Solution Providers guarantee this right from the start by delivering tailored, comprehensive R/3 solutions for small and medium-sized businesses from one source.

And SAP® devote a ready-to-go team, with four-digit year entries for the year 2000, to future-proof solutions for the Euro and applications for the Internet. SAP R/3: programmed for the future.

Flexible software solutions that keep your business growing while honing your competitive edge can be found on our Web site at <http://www.sap.com>.

Or call your local SAP office: Austria (01 222 22 22) Belgium (02) 779 05 11 Czech Republic (02) 614 97 01 Denmark (45) 24 30 00 Finland (09) 61 33 30 30 France (1) 55 30 20 00 Germany (02 02) 5 34 34 24 Greece (01) 24 02 02 02 Hungary (1) 4 57 83 23 Italy (0 39) 6 87 91 Netherlands (020) 0 22 50 52 Spain (91) 52 84 00 Poland (0 22) 6 86 06 06 Romania (021) 212 56 29 Russia/CIS (071) 7 55 00 00 South Africa (011) 6 56 72 00 Sweden (08) 80 96 20 Switzerland (0 32) 3 44 71 11 Turkey (0216) 3 97 84 42 UK (01) 5 33 29 40





## NEWS: THE AMERICAS

# Economy in US signals slowdown

By Gerard Baker in Washington

Fresh signs emerged yesterday that the US economy was set on a path of slower growth. Construction spending fell sharply in May, while the pace of manufacturing growth slowed in June, two reports showed.

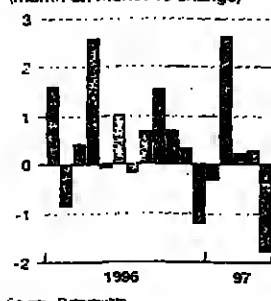
Construction outlays dropped by 1.8 per cent from a month earlier, to a seasonally adjusted annual rate of \$88.5bn, the steepest fall in three years, the Commerce Department reported. But the decline followed a sharp upward revision of the data for April, suggesting the trend of construction spending remains on a gently rising path.

The monthly figures from the Commerce Department have become subject to increasingly large subsequent revisions recently. The more reliable longer-term average shows construction spending increased by 1.5 per cent in the three months to May compared with the previous three months.

Both public and private sector construction fell last month, but the broader trend suggests public sector outlays have been flat since the end of last year, while private sector spending has been growing steadily on

## US construction

Expenditure (month on month % change)



both residential and commercial projects.

In a separate report, the nation's purchasing managers reported a sharp slowdown in the growth of manufacturing activity in June. The National Association of Purchasing Management said its monthly managers' survey showed a fall in the number reporting growth in new orders and backlogs last month.

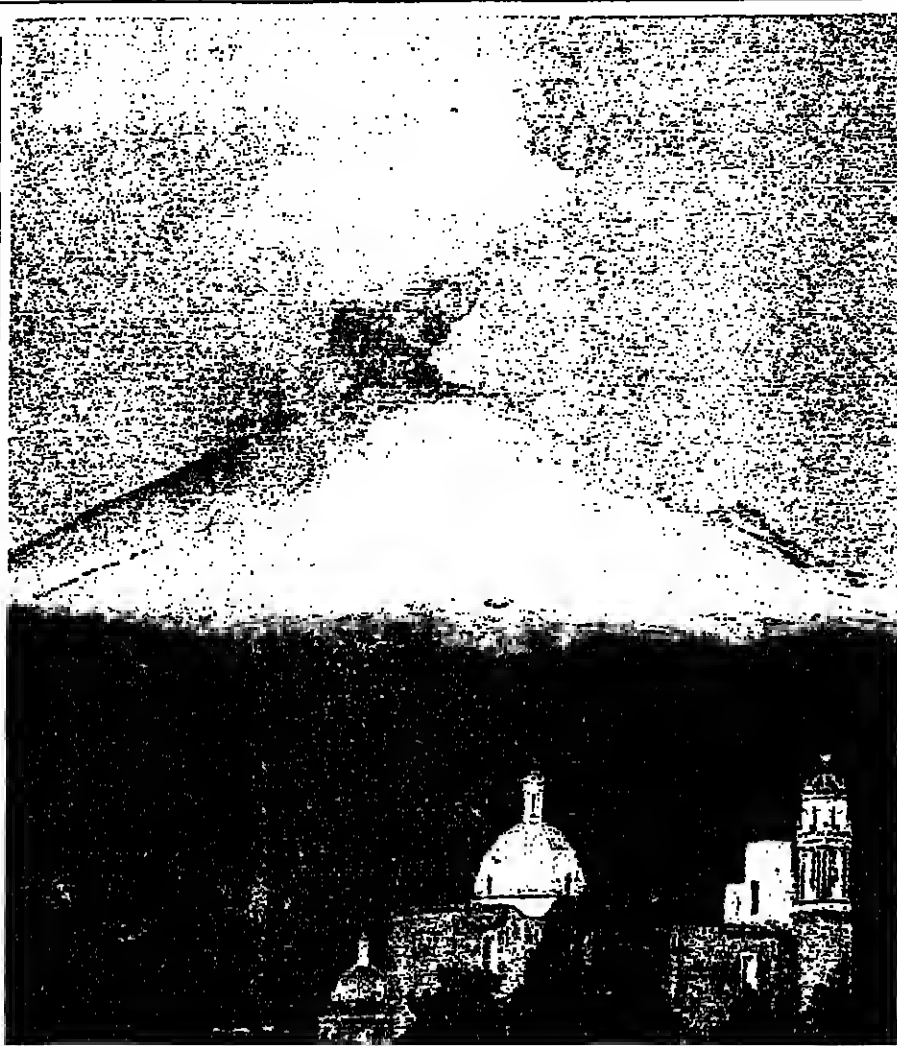
The NAPM's main index fell to 55.7 in June from 57.1 a month earlier, but the figures suggest manufacturing activity is still growing strongly, albeit at a slower pace than in the previous month. A NAPM reading of more than 50 is consistent with an expanding manufacturing sector.

The survey also pointed up the continuing benign features of the expansion. Purchasing managers said employment growth accelerated again last month, while prices paid fell at a faster rate than in May.

"Purchasing executives' comments on business conditions remain optimistic," said Mr Norbert Ore, chair of the NAPM's business survey committee.

A further study yesterday suggested the economy can expect to maintain moderate growth over the rest of 1997. The Conference Board, a private sector business research group, said its index of leading indicators gathered strength in May, after faltering in April. The index, a fairly reliable predictor of economic conditions in six months' time, increased by 0.3 per cent to 103.8 in May.

Overall the reports indicate an economy expanding at a moderate rate in the second quarter of 1997. The pace of growth represents a significant slowdown from the first quarter's annual rate of 5.9 per cent, and is likely to be gentle enough to persuade the Federal Reserve not to raise interest rates at the current meeting of its policy-setting open market committee, which ends today.



Tens of thousands of people were on emergency alert yesterday after Popocatepetl (above), the giant volcano near Mexico City, belched red-hot rocks and clouds of ash in its biggest eruption in 72 years. Renter reports. Ash and acid gases showered down on much of Mexico City from the snow-capped 17,887 ft volcano, forcing temporary closure of the international airport. Troops were rushed to 30 villages at the foot of the volcano 33 miles southeast of the capital.

## AMERICAN NEWS DIGEST

## Impeachment vote in Brazil

The state legislature of Santa Catarina, the southern Brazilian state, has voted to begin a process of impeachment against the governor, Mr Paulo Afonso Vieira, over his alleged role in a long-running scandal about bond issues.

In a separate action, Mr Vieira won an injunction at the Supreme Federal Tribunal, Brazil's highest court, which will at the very least delay the impeachment process for a number of months.

Mr Vieira is the latest politician to be caught up in the scandal which has been the subject of a six-month congressional inquiry in Brasilia. Senators leading the investigation claim the states of Santa Catarina, Pernambuco and Alagoas, and the city of São Paulo, illegally issued over \$1bn of bonds. Other state governors involved have so far avoided impeachment votes, though Mr Celso Pitta, mayor of São Paulo, has had his assets frozen and faces a legal challenge to strip him of his office.

Under the injunction won by Mr Vieira, he cannot be removed from the governorship until the evidence has been examined by a special commission of the state assembly and Santa Catarina deputies have voted again to impeach him. The case would then have to pass to a special tribunal of five judges and five politicians for a final verdict.

The impeachment vote has exacerbated tensions in the government coalition in Brasilia as Mr Vieira's party, the PMDB, and two of the parties which voted against him in Santa Catarina, the PFL and the PSDB, are allies at the national level. In a tense atmosphere in the state assembly yesterday scuffles broke out between deputies after the vote.

Geoff Dyer, São Paulo

## \$200m flood aid for Chile

Emergency aid of \$200m to repair damages and provide new homes for the victims of flooding in the central and southern areas of Chile during the past three weeks has been announced by President Eduardo Frei.

The bulk of the aid, to be spent over the next 12 months, is to go on housing, road repairs, and to reinforce river and canal defences in preparation for what is expected to be an unusually rainy winter. This is the probable impact of the climatic phenomenon known as El Niño, a warm-water current which appears sporadically off the coast of South America.

Chilean exporters are pressing for more effective government aid to help keep clear the main passes over the Andes, blocked by snow for several days during the worst of the storms.

Imogen Mark, Santiago

## Saez tops Venezuela poll

Ms Irene Saez, the former Miss Universe from Venezuela and now mayor of the Caracas district of Chacao, is well ahead of the field for next year's presidential election, an opinion poll said yesterday. Ms Saez, who has not yet declared her candidacy for the December 1998 election, was the preferred candidate of 45.3 per cent of those questioned.

Political analysts say her popularity stems from high public recognition. She has served two successful terms as mayor of Chacao during which the crime rate has dropped and public services improved. Ms Saez's nearest rival, former Carabobo state governor Mr Henrique Salas Rómer, trailed with 13.2 per cent.

Reuters, Caracas

Agreement would be fund's first programme to incorporate issues of good government

## Argentina working out IMF spending pact

By Stephen Fidler, Latin America Editor

Argentina is negotiating a ground-breaking economic programme with the International Monetary Fund aimed at improving the quality of government spending.

If the three-year programme, a so-called extended fund facility, is negotiated, it would be the first IMF plan to incorporate issues of good government.

The method by which targets can be established, if at all, on qualitative issues has yet to be settled. However, the programme should come into effect about the beginning of next year.

IMF programmes usually target measurable economic indicators such as inflation, budget deficits and the level of foreign exchange reserves. Mr Pablo Guidotti, Argentine minister of treasury, said that over the

period of the programme, Argentina aimed to reduce its debt to multilateral institutions such as the IMF and would only draw funds from the IMF facility if the government's access to the markets was closed. "The financial aspect is the least important," he said.

The aim would be to have the IMF help improve the quality of government spending and the budget process, and increase the efficiency of tax

administration, he added. However, both the IMF and the World Bank are devoting increasing attention to questions of "governance", such as corruption.

Economists are also attaching increasing importance to the quality of government as an issue encouraging development.

The World Bank's World Development Report, published last week, said that in countries with good governance and sound

policies, real income per head grew at 3 per cent a year in the two decades to 1993.

With reasonable policies, but poor government, growth per head was only 1.4 per cent. In countries with neither, it was a mere 0.4 per cent.

In a speech in May to Argentine bankers, Mr Michel Camdessus, IMF managing director, outlined three "key tasks" for the state: a transparent

regulatory system, a professional and independent judicial system, and an improved quality of government spending.

The minister of justice was more important than a minister of economy in the task of development, he declared.

Mr Elias Jassan, Argentine justice minister, quit last week after admitting contacts with a controversial local businessman, Mr Alfredo Yabrán.

# NOW WE ARE BOTH ONE!

Cantor Fitzgerald, the world's largest electronic screen broker has moved their European Headquarters to One America Square, in the heart of London's financial district. As leading brokers of US and International Government Securities and Eurobonds, interest rate swaps, equities, emerging markets, foreign exchange, futures and options, our success and strength are



based on providing the most efficient trade execution at the best price. And that is why we have moved to larger, more prestigious premises in the heart of the City. Last year alone, if you counted all the financial assets transacted by Cantor Fitzgerald in Europe, the US and Asia, they totalled a staggering £17 trillion! Need we say more?

ONE AMERICA SQUARE, LONDON  
ONE WORLD TRADE CENTER, NEW YORK



**Cantor Fitzgerald**

BRINGING INTELLIGENCE TO THE GLOBAL MARKETPLACE

ONE AMERICA SQUARE, LONDON EC3N 2LT

TELEPHONE: 0171 894 7000

Cantor Fitzgerald International, which is regulated by the SFA

## Record boost for derivative trading

By Richard Waters in New York

Trading in derivatives and other instruments generated record earnings of \$2.4bn for the US banking industry in the first three months of this year, according to an official estimate yesterday.

The Office of the Comptroller of the Currency, which regulates nationally chartered banks, said this was 28 per cent more than the banks earned in the previous three months.

It comes at a time when such instruments have retreated as a major cause of concern for US financial regulators. This first arose in 1993 at a time when derivatives were little understood, leading to a wave of official studies and an increase in the amount of information banks and others had to disclose about their derivatives activities.

The trading of such instruments, whose value is largely determined by reference to some other market, such as stocks or currencies, has now become a more familiar and less controversial part of the financial markets.

The overall health of the derivatives markets has been helped by the low level of credit losses suffered by traders. The value of contracts on which payments were more than 30 days late in the first quarter of the year amounted to less than 0.01 per cent of the total, the OCC said.

"This low delinquency figure reflects both the current healthy economic environment and the generally high credit quality of counterparties and end-users with whom banks presently engage in derivatives transactions, as well as the increased use of collateral," it added.

Derivatives based on interest rates generated earnings of \$1.4bn during the quarter, while foreign exchange instruments produced earnings of \$890m. Banks also earned \$246m from equity derivatives and \$97m from commodity contracts.

## Taiwan drive to shore up faltering support

Fears are growing that more countries in the Caribbean may switch allegiance to Beijing

By Canute James in Montego Bay

Mr John Chang, Taiwan's foreign minister, will today begin a 10-day visit to several Central American and Caribbean countries, to shore up faltering diplomatic support from the region.

About a half of the 30 countries which recognise Taiwan are in the Caribbean basin, but there are indications that several might follow the Bahamas, which last month switched diplomatic ties from Taiwan to China.

The Bahamian move coincided with the approval by the Caribbean Development Bank of an application by China to become a non-regional, non-horroring member, despite calls from several members that Taiwan should also be admitted.

The Dominican Republic, which has diplomatic ties with Taiwan, said last week that it will re-establish economic ties with China this month to gain access to that country's growing market.

Dominican officials said this indicated a "change in diplomatic emphasis" which would eventually lead to a break in ties with Taiwan and the establishment of diplomatic links with China.

Mr Chang's visit will precede a visit to Panama in September by President Lee Teng-hui to attend a conference on the future of the Panama canal.

Caribbean and Central American government officials say that Mr Chang will be trying to consolidate a bloc of regional diplomatic support for the island, which is regarded by China as a breakaway province. Beijing does not recognise countries which have diplomatic ties with Taiwan.

Taiwan's concern about defections to China has deepened because it fears that this week's handover by Britain of Hong Kong to China will bring it increased pressure from Beijing. "Now is the time that Taiwan



Taiwan's President Lee (left) and foreign minister Chang

needs its friends, but it seems to be losing them," said one Caribbean diplomat. Mr Chang will reinforce Taiwan's economic assistance to the countries in the region with which it has diplomatic links, and is likely to promise increased support through an economic co-operation pact which it has with seven Central American nations.

Mr Chang hopes to agree a similar pact with several eastern Caribbean islands. The Bahamian decision to switch to China is a result of the handover of Hong Kong. The archipelago of 260,000 people hopes to become a big player in the region's growing shipping business.

The recent commissioning of an 800m trans-shipment terminal on Grand Bahama Island. The container terminal is a joint venture between Hutchison International Port Holdings, the port operating division of the Hutchison Whampoa Group of Hong Kong, and the Grand Bahama Port Authority.

With the return of Hong Kong to Chinese rule, Hong Kong-based companies, such as the Hutchison Whampoa Group, have come under Chinese jurisdiction.

"We are aware of what is happening in the international community these days, and we have difficulty getting meaningful help," said Mr Keith Mitchell, Grenada's prime minister.

"I find it extremely difficult not to want to use the resources made available to us by a traditional friend."

صكرا من الامم











## ARTS

Television/Christopher Dunkley

## Good intentions and bad practices

In *Plays Pleasant* Bernard Shaw wrote "Everything I think is mocked by everything I do". It would make a good motto for television. Broadcasters think and talk endlessly about high quality drama and keep on launching more and more detective series. Last Saturday and Sunday evening on BBC1, ITV and Channel 4 you could have seen *Daniel and Waverley*, *Inspector Morse*, *Millennium*, *Tropical Heat*, *Homicide*, *Pie in the Sky* and *Wycliffe*. Goodness knows what the weekday total is. They talk about increasing choice even as they switch sports events or movies which previously we would have seen cheaply as part of a package, or for nothing, onto subscription channels where we have to pay through the nose. They boast about improving the quality of sport even as they transform huge areas of it into one of the nastiest sorts of show business.

The rule applies in almost all parts of the schedule. Take the case of unidentified flying objects, which were the subject of an entire

season on ITV last week. It is probably best at this point to declare that I was convinced more than 35 years ago by a mathematician that the idea of earth being the only planet among the billions in the universe to provide the necessary conditions for the development of life was absurdly unlikely. I have subsequently concluded that the way otherwise intelligent people scoff at the notion of extra-terrestrial life is remarkably similar to the way in which otherwise intelligent people used to scoff at the idea that the earth was not the centre of the universe.

However, the possibility of extra-terrestrial life being humanoid - little green men with bulging foreheads, or little grey men with almond shaped eyes - also seems laughably unlikely. Life forms elsewhere could be carbon based, astronomi-

cally big, microscopically small, or dramatically different from terrestrial life in innumerable other ways. It seemed pretty clear that the popular belief in alien mannikins (especially those supposedly specialising in the abduction of people from the US bible belt) ought to be considered alongside the inability of men to create gods other than in their own image.

Obviously ITV's approach to this subject in its season "Into the Unknown" was open-minded and neutral. Evidence would be collated and considered from all sides, time would be given to believers and sceptics, common sense would prevail. But broadcasters are incapable of resisting anything that can be described as "good televi-

sion", and when it comes to UFOs and extra terrestrial life that means nothing. No doubt the broadcasters set out believing that what they wanted was neutrality and common sense, but they ended up giving us more platforms to the loopy alien abduction brigade.

The climax came in Friday evening's 90-minute live debate, *Strange But True?* chaired by Michael Aspel, with teams of believers and disbelievers in front of a studio audience whose votes on the question "Have aliens visited earth?" were hugely outnumbered by phone-in votes from 100,000 viewers, 92 per cent of whom voted "Yes". As Michael Aspel dryly suggested, this probably proved that sceptics do not generally watch such programmes. Yet much of this one was admirable. Some of the most famous UFO "sightings"

from some of the least loony sources were described and in most cases explained away by sceptical scientists.

The trouble was that the broadcasters just could not make do with those few stills and even fewer bits of film or videotape which purported to show alien visitations: they had to cobble up their own far more dramatic footage. And so when it came, for instance, to the Rendlesham Forest story in which men from a USAF base in East Anglia reported seeing an alien craft two nights running, we were given the full monty: films of men rushing around in the dark, dry ice, blue key lighting, sound effects, a sinister red triangle revolving above the treetops and so on. Common sense and neutrality sank without trace as whatever the broadcasters may have thought was mocked by what they did.

Next night came *Millennium: Fact Or Fiction*, a documentary which, even though it amounted to a 50-minute puff for the new American series *Millennium* starting on ITV on Sunday night, turned out to be an intriguing investigation of criminal profiling, the process in which psychological insights are used to build up a picture of the likely perpetrator of crimes, especially serial murders. Having made the interesting points that the Sherlock Holmes was the first profiler, and the character played by Robbie Coltrane in *Cracker* one of the most eccentric, the programme went on to explain the background to *Millennium*. It seems that the "Millennium" group of ex-FBI specialists in this series created by Chris Carter (who was responsible for *The X-Files*) is based upon a real outfit called The Academy

Group. They pool various sorts of expertise in the profiling effort.

Having been told that, however entertaining, the *Cracker* series was wholly inaccurate in showing a profiler in close contact with suspects (never mind browbeating them into confession), the idea of *Millennium* showing the real thing seemed tempting. Yet when the series began on Sunday what did we get? A backroom boy who avoids contact with suspects and methodically constructs word pictures relying upon the pooled talent of a lot of old, wise heads? No, we got a male version of Mystic Meg who - as in every other detective series - rushes around from one scene of crime to another. But unlike most sleuths this one relies

upon blinding flashes of psychic insight to suss out the bad guys: his eyes glaze over and the screen is covered in flames. Yet again what the broadcasters thought, and led us to think, has been mocked by what they have actually done.

Perhaps it was inevitable: a quiet, plodding profiler, working to the way that the documentary explained, would hardly whip up the sort of interest we had come to expect from *The X-Files*. For that you need mysticism and terror - which, sure enough, *Millennium* delivers in tumbrel loads. Indeed, this opening episode contained some of the most unpleasantly explicit pictures I have seen, including the digging up of a victim who had been horribly disfigured and then buried alive in a coffin, with the severed head of another victim, which was obligingly held up for the viewer to get a better look.

That, of course, is not the sort of thing that broadcasters like to boast about in promotional documentaries, but actions speak louder than words.

## Theatre

## Turn up the heat

Chichester audiences love a big name, that at least is the mantra, and it is one that festival director Duncan Weldon fulfils to the letter. Appearing in *Tallulah!* at the Minerva studio theatre is Hollywood's biggest box office female star of the 1940s, Kathleen Turner: it is a promoter's dream.

Movie stars rarely transfer happily to the stage but it is with perfect confidence that I can confirm that Ms Turner is the best thing in this one woman show about another celebrated drama queen, Tallulah Bankhead. There is an undoubted, if slight, frisson from watching the sultry seductress of *Body Heat*, the spunky heroine of *Romancing the Stone*, working within eye contact distance.

Turner is almost impressive enough to carry Sandra Ryan Heyward's insipid monologue about the life of one of the great characters of the century. Kathleen Turner has Tallulah's bourbon-burned, tobacco-tanned, depth-charge of a voice; her expensive, all embracing "darlings" approach to the world; even her blousy, painted, theatricality. What she lacks is any coherent script to bring Tallulah alive. It is all surface, with no substance.

Tallulah Bankhead was one of the first stars to be famous for being famous. She had her theatrical moments, playing Amanda in *Private Lives* and Blanche DuBois in *A Streetcar Named Desire*, but anyone bigger on radio than in the movies never quite got there.

What made her a one-name wonder was her outrageous reputation - an early weakness for performing knickerless cartrwheels in the Algonquin to amuse Dorothy Parker, a tendency to strip naked at parties, and, reportedly, a voracious sexual appetite for women as well as men. This was not quite what was expected from the daughter of the Speaker of the House of Representatives.

None of this naughtiness comes across in Heyward's pedestrian treatment. We find Tallulah, at 45, expecting friends in her boudoir, an elaborate set by David Jenkins. She talks discursively about her past, switching from London, where she romanced a bi-sexual peer, to New York, where she was a stalwart of the Democratic Party. She hints at outrageousness, but we are given no



Kathleen Turner as Tallulah: a star in need of a script

details of her behaviour, no confirmations of decadence.

We get the justifications, not the japes; the defensiveness, not the debauches. Kathleen Turner does what she can well, holding the stage prone on her bed, casually treating individual members of the audience to confidences, making Tallulah (too) attractive, collapsing in a drunken

heap. There is one moment of truth, an impassioned cry of "when did I become a joke?", but it is soon buried below the ramblings.

Half-way through the second half of this one-paced production, directed by Michael Radnau, comes the realisation that it could have ended half an hour ago, and could stop at any time. One-person shows,

picking out the best anecdotes of a life and wrapping them in a star, need a strong script and a developing plot to justify the slight effort. *Tallulah!* is a mini triumph for Kathleen Turner and the star system, but it gets nowhere near Tallulah Bankhead.

Antony Thorncroft

## Opera/David Murray

## Grimm tale baldly told

The *Juniper Tree* is the first opera in this year's Almeida Festival. It comes from Hans Werner Henze's Munich Biennale, where in April it was widely adjudged the best of that festival's three or four new operas - which might just mean, of course, that the other two or three were rotten.

The composer is Roderick Watkins (b. 1964 in Norfolk, and a sometime student of Henze himself), the librettist, Patricia Dehney. They have taken their story from a Brothers Grimm fairytale, one of the grimmer ones: so gory and grotesque, indeed, that you may never have come upon it. It concerns a boy, his soon-lost Mother, his sad widower Father, a wicked Stepmother and her innocent daughter Marichen, not to mention a magical bird, a chest with a lethal lid and a sinister stepot.

Their words convey the story plainly and baldly. David McVicar's production

is so plain as to look inept. Comparable operatic treatments of folktales - Judith Weir's, for instance - have generally preserved a kind of ironic cool on stage. Apparently that was not what Watkins had in mind.

His score for *The Juniper Tree* is suffused with expressive sympathy, usually darkling. Rich in lyrical, floridly ruminative solos for the likes of bass clarinet and alto flute, deft at capturing a new mood in original, imaginative instrumentation - much like Henze, but unlike the best of his teacher's stage music, quite irony-free.

For staging a story without any sly distancing (since Watkins' music invites nothing like that), Dehney's pared-down script leaves a producer no clues to how characters and situations might be filled out in human detail. McVicar has not made that lack good; his actors offer no more than thin,

conventional charades. Some are less embarrassed than others: Robert Poulton articulated the grieving Father in sonorous, convincing tones, and Louise Mott had some vivid moments as the distressed Stepmother.

Nevertheless the schematic action needed a forward impulse from the music which it never got, despite Markus Stenz's astute conducting of the London Sinfonietta. Watkins reveals in "interesting moments" (with some ear-scathing eruptions, grossly under-prepared), but is content to trace his characters' fates at an abstract distance. Though things move steadily along, they never develop. At the end, one felt nothing - except perhaps tantalising admiration for the skilful score and frustration with the un-got-togetherness of the whole show.

Further performances at the Almeida Theatre, July 3-4.

## Concert

## The voice of Bach

The ensemble chosen to conclude this year's Luthansa Festival of Baroque Music last Sunday was "La Petite Bande", founded 25 years ago in Belgium. Nowadays it comprises specialist performers from all over. In St. James's, Ploccidilly, the festival's chosen venue, they played Bach.

Though personal fantasy and unabashed virtuosity are apparently not their thing, "La Petite Bande" played extremely well. But a vital question about any earlier musical time, probably unanswerable, is this: did audiences then expect their best players to be self-effacing - or would those talents strike us now, had they left recordings behind, as extrovert and fancy-free?

"La Petite Bande" opted for the decorous, literal alternative. In those terms, what they did was impeccable. Led by Sigiswald Kuijken (on violin - later on viola), they were clean and lucid in Bach's oboe-and-vi-

lin concerto BWV 1060, with Marcel Ponselle the sprightly oboist. Hearing the 6th Brandenburg Concerto on the proper instruments for once, with a "modern" trio of violas and cello set against old-fashioned *viola da gamba* and a *viola*, was a (mild) revelation. Their distinctive timbres sounded lovely at Kuijken's cautious tempi; but one yearned ungenerately for the spring that modern instruments can lend to the piece at brighter speeds.

The chief aim of the concert, however, was to give the counter-tenor Andreas Scholl a lot to do. In two complete cantatas - "Widerstehe doch der Sünde" and "Vergnügte Ruh" - and the only extant aria from a third, all familiar in mezzo

and contralto versions that could not have been sung in the Lutheran church of Bach's time, Scholl was marvellous to hear.

His voice retains the shining innocence, sweet timbre and untroubled high notes of his long choirboy days (not very long past). To those, he has added "acute sensitivity" to Bach's stern theological texts. He never strove here to *electrify* the spiritual drama, but always to enliven the plain, urgent sense of the words.

With Scholl's brave gift for verbal colouring, the recitatives became eloquent sermons and conjured up what Bach's original sermonisers might really have done. Altogether Scholl's combination of a radiant just-past-boyhood sound with an earnest young man's didactic fervour seemed to fulfil Bach's recipe perfectly. While he continued, we hung upon every word, and they were all transparent.

D.M.

## INTERNATIONAL ARTS GUIDE

## BAD KISSINGEN

**CONCERTS**  
Kissinger Summer Festival  
Tel: 49-971807110  
● Roger Norrington conducts the Czech Philharmonic in a programme of works by Schumann, Elgar and Dvorák; at the Regentenbau, Jul 2  
● Tenor Peter Schreier and pianist Andras Schiff perform music by Schubert; at the Kurtheater, Jul 3  
● Vladimír Válek conducts the Czech Philharmonic in works by Smetana, Prokofiev and Dvorák; at the Regentenbau, Jul 4  
● Royal Philharmonic Orchestra; conducted by Thomas Sanderling in works by Haydn, Dvorák and Brahms; at the Regentenbau, Jul 5

## CHELTENHAM

**CONCERTS**  
Cheltenham Festival  
Tel: 44-1242-227979  
● BBC Philharmonic; conducted by Vasily Sinalsky in Brahms'

Symphony No. 1 in C minor, a new work by John Buller and Tchaikovsky's first Piano Concerto, with pianist Boris Berzovsky; at the Town Hall, Jul 5  
● RNCM Wind Orchestra; conducted by Tim Reynish in works by Mendelssohn, Sallinen, Strauss and Mozart; at the Town Hall, Jul 8

**OPERA**  
La Bohème: by Puccini, performed by the European Chamber Opera; at the Everyman Theatre, Jul 8, 9

## DROTTNINGHOLM

**OPERA**  
Drottningholms Stotstester  
Tel: 46-8-4570600  
Eunice: artistic director Per-Erik Olm has chosen two of the first operas ever written for his first year at the festival's helm. Jacopo Peri's opera dates from 1600 and this is its Swedish premiere. Produced by Karl Dürer, and designed by Peter Freij, with the Drottningholm Theatre Orchestra conducted by Jakob Lindberg; Jul 5, 8, 9

## GRAZ

**CONCERTS**  
Styrtarte Festival  
Tel: 43-316-825000  
● Die Quintette: the Wiener Streichsextett plays string quintets by Brahms and Schubert, composers whose portrayal by this festival is as 19th century musicians with 20th century leanings; Jul 3

● Lamento: the "Red Byrd" vocal ensemble performs a programme around Monteverdi's Lamento d'Arianna; at the Schloss Eggenberg, Jul 6  
● Nikolaus Harnoncourt, star of his home town's festival, conducts the Chamber Orchestra of Europe in the complete Brahms symphonies, presented as a cycle for the first time, as the Beethoven and Schubert symphonies have been presented in the past. Symphonies 1 and 2 are performed on 4th and 9th; 3 and 4 on 7th and 10th; from Jul 4 to Jul 10; at the Stefanienaal

## LONDON

**CONCERTS**  
City of London Festival  
Tel: 44-171-638 8891  
● Barbara Bonney: recital by the American soprano is among this week's festival highlights, accompanied by Helmut Deutsch in songs by Schubert, Clara Schumann, Brahms and Debussy; at Drapers' Hall, Throgmorton Street EC2; Jul 2  
● Great Salzburg Mass: one of the grandest Baroque religious works, now attributed to Heinrich Biber. Performed by the Gabrieli Consort and Players conducted by Paul McCreesh, with Musica Antiqua from Cologne; at St. Paul's Cathedral, Jul 3

Royal Opera House  
Tel: 44-171-304 4000  
Simon Boccanegra (1857): British stage premiere of this, the original version of Verdi's opera. Mark Elder conducts, Ian Judge directs.

Sergei Leflerkus, Plácido Domingo and Kallen Esperian star; Jul 4, 8

**DANCE**  
Royal Opera House  
Tel: 44-171-3044000  
The Royal Ballet mixed programme includes Twyla Tharp's *Push Comes to Shove*, William Forsythe's *Stephens*, and *Symphony in C*, choreographed by Balanchine to music by Bizet. The final performance will be the last ballet at Covent Garden before the theatre closes for renovation; Jul 5, 9

**EXHIBITIONS**  
National Gallery  
Tel: 44-171-6393321  
Seurat and The Bathers: places Seurat's great "Bathers at Asnières" in a context provided by his own earlier work, and studies and drawings for the painting, as well as works by predecessors who influenced him, and by his Impressionist contemporaries; from Jul 2 to Sep 28

**THEATRE**  
Shakespeare's Globe  
Tel: 44-171-401-9919  
Henry V: by Shakespeare. Mark Rylance stars as the young king in a production directed by Richard Olivier and designed by Jenny Tiramani; in repertory

## NEW YORK

**CONCERTS**  
Lincoln Center Festival 97  
Tel: 1-212-875-5030  
New York Philharmonic at the Avery Fisher Hall. Conducted by

Kurt Masur in the first of three programmes celebrating the music of jazz maestro Omette Coleman, whose *coast Prime Time* joins the orchestra in a performance of *Sides of America*; Jul 6, 9

**EXHIBITIONS**  
Metropolitan Museum of Art  
Tel: 1-212-879 5500  
The Glory of Byzantium: exhibition celebrating the Second Golden Age of Byzantine civilization from mid-9th to mid-13th centuries; to Jul 6

## SANTA FE

**OPERA**  
Santa Fe Opera  
Tel: 1-505-9859000  
● Così Fan Tutte: Kenneth Montgomery conducts Mozart's opera, sung in English, in a new production directed by Nicolette Molner and designed by Bruno Schwegli; Jul 2, 4  
● La Traviata: Linda Brovsky directs this new production of Verdi's opera, set in the Parisian demi-monde. Patricia Pacette is Violetta, Raymond Vary is Alfredo, William Stone is Germont. Until July 9 the conductor is John Crosby, when Christopher Larkin takes over; Jul 3, 5, 9

## SCHLESWIG-HOLSTEIN

**CONCERTS**  
Music Festival  
Tel: 49-431-567080  
● NDR-Sinfonieorchester: opening concert of works by

Schoenberg and Mahler conducted by Herbert Blomstedt; with soprano Karan Armstrong; at the Musik- und Kongresshalle, Lübeck; Jul 5, 6  
● The Camerata Academica Salzburg performs a programme of works by Mozart and Schubert, conducted by Jordi Savall; at the Schloss, Kief; Jul 7, 8

**OPERA**  
Moses and Aaron: by Schoenberg. Co-production between Oper Leipzig and the Nationaltheater Weimar, in a staging by George Tabori, with sets by Gottfried Fitz. Matteo de Monti is Moses, Hans Aschenbach is Aaron. George Alexander Albrecht conducts the Gewandhausorchester Leipzig; at the Staatsoper, Hamburg; Jul 9

## TANGLEWOOD

**CONCERTS**  
Tanglewood Festival  
Tel: 1-617-931 2000  
● Juillard String Quartet: in a programme of works by Beethoven; Ozawa Hall, Jul 2  
● Zdenek Macal conducts the Boston Symphony Orchestra in works by Brahms and Mozart, with piano soloist Garrick Ohlsson and the Tanglewood Festival Chorus conducted by John Oliver; at the Shed, Jul 5  
● Boston Symphony Orchestra: conducted by Seiji Ozawa and John Williams in a programme of works by Rouse, Barber and Copeland, with violinist Gil Shaham and the Tanglewood Festival Chorus conducted by John Oliver; at the Shed, Jul 6

**WORLD SERVICE**  
BBC for Europe can be received in western Europe on medium wave 648 kHz (463m)

**EUROPEAN CABLE AND SATELLITE BUSINESS TV**  
(Central European Time)

## MONDAY TO FRIDAY

NBC/Super Channel  
07.00  
FT Business Morning  
10.00  
European Money Wheel  
Nonstop live coverage until 15.00 of European business and the financial markets  
17.30  
Financial Times Business Tonight  
CNBC:  
08.30  
Squawk Box  
10.00  
European Money Wheel  
18.00  
Financial Times Business Tonight



## COMMENT &amp; ANALYSIS

Edward Mortimer

## Check on anarchy

It is vital that international powers try to resolve other states' conflicts, but few are willing to intervene for long



"In recent years a growing number of countries have seen virtually all of the functions and institutions of government collapse, often in the context of civil war. When the state ceases to perform even its most basic functions, the associated crisis can be prolonged and severe."

So says the World Bank, in its World Development Report published last week. And the World Bank is not alone. More and more experts identify state collapse as the central problem of the "new world disorder".

Old-fashioned wars between states are now mercifully rare. Most wars today are civil wars, or at least they start as that. But they almost always have cross-border ramifications.

First in Uganda, then in Rwanda, then in Zaire, an old regime became so corrupt, brutal and inefficient that it lost its grip on power. Eventually it was replaced by a more dynamic one, with a degree of external assistance, but only after a long period of near-anarchy in which many people were killed and most of the survivors left destitute. In other cases, like Somalia, Liberia and Sierra Leone, external intervention has been less successful. Bloodshed and chaos continue.

Those examples are drawn from sub-Saharan Africa. But similar processes have happened in Cambodia, Afghanistan, Tajikistan, Haiti and most recently Albania. In each case domestic conflict triggered external intervention, but with very mixed results.

In such situations, outsiders feel impelled to intervene for reasons ranging from pure self-interest. Somewhere in between is the notion of international order – the sense that sooner or later we all stand to lose if anarchy is

left completely unchecked. But what can outsiders do? A well equipped and disciplined military force can usually stop the fighting quite quickly. The more it is prepared to fight, and if necessary take casualties, the less fighting it will actually have to do, and the fewer casualties it will incur.

In Bosnia from 1992 to 1995, a lightly armed United Nations peacekeeping force, with restrictive rules of engagement, took many casualties but was unable to stop the fighting. Since 1995, the implementation force, IFOR, and the stabilisation force SFOR – much heavier Nato-led forces – have kept the peace with virtually no casualties.

But now comes the hard part. Few intervening powers wish to keep their forces in place for long. That is very expensive, and soon becomes unpopular both in the occupied country and back home. Sooner or later the formerly warring parties are liable to unite against the occupying power.

So the search is on for a quick fix. The most popular one is to try and settle the conflict through the ballot box. But elections are sel-

dom enough by themselves. When people have been ready to kill or be killed, they are not usually willing to put themselves in the power of the other side simply because it demonstrates numerical superiority in a vote, however free and fair. "Reconciliation" is needed as well: perhaps a power-sharing government in which all parties are represented. But how, and by whom?

One argument says you should simply share out power among the warlords, who are best placed to control their forces. But warlords are often also war criminals, at least in the eyes of the other side. Will reconciliation be easier if such people are first eliminated from the scene? Or, on the contrary, will the attempt to hunt them down simply alienate their supporters, and make the intervening force itself one of the warring parties? That is what happened in Somalia. The fear of it happening in Bosnia explains the reluctance of IFOR and SFOR commanders to get involved in arresting war criminals.

Consolidating the power of warlords seems an odd way to resolve conflict. It encourages the social forces which started the violence in the first place, and usually penalises those who are most needed to make a non-violent society work: people who can see both sides of a question, who are prepared to tell the truth even if it hurts their "own" side, and who do not believe that the best way to safeguard one ethnic community is to kill or drive out members of the other.

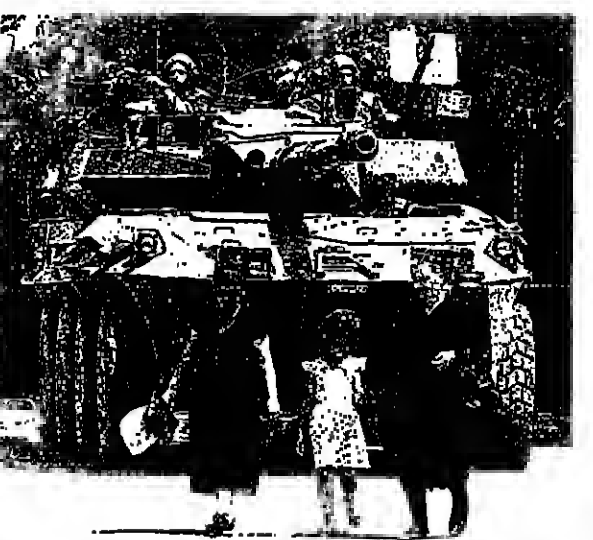
That raises another question. Should displaced people be helped back to their original homes, even if that means using force against the people who displaced them? Or is it better to let people stay where they have fled to safety among their own kind?

The latter approach should minimise points of friction, but it also ratifies the gains achieved by aggression and "ethnic cleansing", leaving behind a sense of burning injustice which may fuel the next war.

All too often, measures taken for short-term peace and stability run counter to the long-term requirements of a peaceful and orderly society. What is most needed in the long term is an impartial police force and judiciary, in which all citizens have confidence whatever their ethnic or political affiliation. But that takes a generation at least to build. How many intervening powers are willing to stick around that long?

Even the imposition of peace and order itself may sometimes freeze, and so keep in being, a conflict which would otherwise be resolved by one side's victory, or by a stalemate obliging different parties to recognise and deal with each other.

Already, the very notion of "peace-keeping" seems an anachronism, an illusion of the early 1990s. But the new science of "peace-building" is still in its infancy.



Quick fix: Italian troops keep the peace for now in Albania

## LETTERS TO THE EDITOR

Number One Southwark Bridge, London SE1 9HL

We are keen to encourage letters from readers around the world. Letters may be faxed to +44 171 873 5938 (please not fax to "line"). e-mail: letters.editor@ft.com Published letters are also available on the FT web site: <http://www.ft.com> Translation may be available for letters written in the main international languages.

## UK's Labour government must be more liberal on citizenship

From Sir Hugh Cortazzi

Sir, As a former deputy under-secretary in the Foreign and Commonwealth Office who had some responsibility in the late 1970s for advising ministers about our remaining dependent territories, I wholeheartedly commend your leader "For those left behind" (June 30). You are quite right in describing the legislation passed in 1981 as "shameful".

The attitude adopted under the illiberal regime of Mr Michael Howard at the Home Office towards state-

less persons (largely from the sub-continent) in Hong Kong was morally wrong and was only overturned after a hard fight by the government. Our stinginess in granting passports and rights to settle here to residents of Hong Kong is a blot on our record as a colonial power.

I agree that Foreign Office minister Lady Symonds' arguments against granting citizenship to the remaining inhabitants of British territories are specious and unconvincing. It behoves a Labour

government to be more liberal and generous than its illiberal predecessors and to right the wrongs inflicted on those people by granting them citizenship.

St Helena does not even have an airport: its citizens should be allowed to come here and work without having to apply for a work permit under our restrictive and bureaucratic procedures.

Hugh Cortazzi,  
16 Hamilton Close,  
London NW8 8QY, UK

## Sound roots of money illusion

From Mr S.K. Rao

Sir, Robert Chote's "The reality of money illusion" (FT, June 30) is illuminating. It shows that a moderate degree of inflation can act as a lubricant in adjusting real wages to changing demand and productivity differences.

The persistence of money illusion among consumers, however, may be rooted in a sounder reason: as relative prices change in any inflationary situation – and they change more markedly within limited ranges of inflation than when prices are stable – consumers can adjust their consumption baskets, preferring commodities whose relative prices have fallen.

Real incomes, therefore, do not have to be adjusted by the same proportion as inflation. A consumer who has received a 5 per cent income rise as a compensation for a 5 per cent inflation is thus better off than another who has got a 1 per cent rise in income as a compensation for a 1 per cent inflation.

Siripurapu K. Rao,  
5 Maresfield Gardens,  
London NW3 8SJ, UK

## Not working

From Mr Toby Micklethwait

Sir, Re your report "Liddell talks tough on pensions 'scandal'" (June 25), the compensation procedure is not working. Compensation should be paid if bad advice was given – or risk warnings were not given.

But these are matters of opinion. It is ridiculous to let insurance companies express opinions on their own work.

Toby Micklethwait,  
Hamilton House,  
Lyne,  
Surrey KT16 0AN

## Trade not restricted by labelling

From Mr Martin J. Frid

Sir, US agriculture secretary Dan Glickman has no business telling European consumers that the EU proposal to label genetically modified products is "unacceptable" ("Genetic products row worsens", June 20). In no way does labelling restrict trade. US farmers are welcome to sell healthy products to Europe.

Is Mr Glickman not familiar with identity preserved grains? Segregation between genetically modified and normal grain is not impossible, as the Americans have claimed, but a way to insure high quality and satisfy the specific wishes of European and Japanese consumers.

The issue here is clearly one of certain leading chemical companies trying to pro-

tect their rather misguided investments in genetic engineering. World trade would be better served if companies such as Monsanto cleaned up in their own backyard instead of disrupting soy bean supply for the international food industry.

Martin J. Frid,  
Kvarngatan 8,  
283 35 Osby, Sweden

## Disastrous consequences of ruling

From Mr Edwin Laurent

Sir, The African, Caribbean and Pacific (ACP) group of countries will next week be joining the EU in seeking to overturn the initial ruling of the World Trade Organisation panel which went against the banana regime. Mrs Glenys Kinnock and the EU parliamentarians who during May studied the situation in the Caribbean recognised the disastrous and unacceptable consequences for the entire region if the ruling were ever to be implemented.

This higher price the banana regime permits our farmers has enabled the Caribbean to retain a place in the EU market. Their pro-

duction costs are inevitably higher than Latin America's, due to the difficult terrain, smaller size farms, perennial climatic hazards and the absence of economies of scale.

Banana exports account for a large part of export earnings in Caribbean countries – up to 70 per cent in Dominica – but those benefiting from these arrangements have a share well below 10 per cent of the EU banana market and only 3 per cent of world trade.

Despite the assertion of Ambassador Alfredo Pinoarrete (Letters, June 25), the EU banana licensing arrangements are not unfair to Ecuador – they have not

reduced by a single tonne the volume of bananas imported from Latin America under the tariff quota, and have not prevented Ecuador from substantially increasing its exports to the EU.

The thousands of small farmers of the Windward Islands have no wish to penalise Ecuador or any other exporter, all they want is to preserve their modest share of the EU market.

Edwin Laurent,  
ambassador,  
permanent representation of  
Saint Lucia to WTO,  
Rue des Aquatiques 100,  
1040 Brussels,  
Belgium

## Difficult reverse call

Richard Waters examines the policy bind that has gripped the US telecoms industry

It was, as the US's top telecommunications regulator put it, "unthinkable". How could a Congress that had ordained competition among telephone companies countenance a merger to recombine parts of the monopoly Bell system broken up 13 years ago?

The problem for US policymakers is that the alternative may be equally unthinkable. By helping to crush the merger of AT&T and SBC Communications, legislators and regulators may have closed off one of the most logical avenues to restructuring the \$300bn industry.

The policy bind raises uncomfortable questions about the development of competition in some other US industries that have also been fragmented by regulation. These include finance, where the division between commercial and investment banking is now crumbling fast, and electricity, where a spate of mergers has broken open in anticipation of nationwide deregulation.

At the centre of the debate is a basic disagreement over the effect of such consolidation. An argument driving corporate combinations in a range of US industries is that mergers which bridge the regulatory divide, lower costs for consumers and improve service. But sceptics – apparently including the Federal Communications Commission which regulates the telecoms industry – seem to believe that such mergers are rather a means by which companies seek to head off competition. This is especially so, they say, in sectors that are still in the process of deregulation.

The failure of AT&T's plans could also have a bearing on the international competitiveness of the US telecoms industry, and on those foreign carriers, like British Telecommunications, which have their sights set on the US market.

A merger would have helped AT&T battle the "mega-enterprises" (which are) forming around the globe – to date exclusively under the domination of foreign companies, Mr Robert Allen, the company's chairman, said last month.

If it had gone ahead, the

merger with SBC would have produced pure cost savings of \$9bn a year, according to Mr Dan Reingold, a telecoms analyst at Merrill Lynch.

AT&T's membership of the "mega-enterprise" club is open to question. After shedding its computer and manufacturing businesses, suffering defections from its international partnership and yielding ground at home to an onslaught from new long-distance competitors, the company looks far less of a force than it did even a year ago.

But, as one FCC staff member says, deliberately to promote the emergence of a national champion in telecoms by approving the proposed merger would "smack of industrial policy. And we don't do that".

At the heart of this conundrum is the artificial structure of the US telecoms industry, with its barriers between the Baby Bells that handle local calls and long-distance carriers such as AT&T. Congress said last year that these divisions, created by the break-up of the national Bell system in 1984, should be phased out, allowing long-distance and other companies to enter the \$100bn local calling business.

The trouble is, legislators gave little direction about how this should happen. There are only three ways for a company like AT&T to get its hands on the switches, local loops and other pieces of infrastructure needed to compete at local level, says Mr Mike Riordan, chief economist at

The failure of AT&T's plans could also have a bearing on the international competitiveness of the US telecoms industry

Against this background, AT&T's aborted plan to buy a Baby Bell has served to highlight some of the competitive realities that were already becoming apparent. One is that the six Baby Bells – soon to be five if a merger between Bell Atlantic and Nynex is completed – are in a strong position to defend their home turf. A jump in the share prices of the Baby Bells this year – which continued on Monday on news of the failed merger

stands in stark contrast to the lacklustre performance of AT&T.

The second is that AT&T will continue to be haunted by its history. The company may not be the force it once was, but it still carries about half all long-distance calls in the US. In a speech two weeks ago, Mr Reed Hundt, chairman of the FCC, said this made AT&T the leading natural competitor to each of the Baby Bells.

What he did not say was how a company with a stock market value of \$55bn and annual cashflow of \$9bn can possibly hope to fight against a pack of rivals with a combined capitalisation of about \$250bn and cashflow exceeding \$40bn.

Smaller long-distance companies do not seem to be caught in this trap. Implicit in Mr Hundt's speech, and more explicit in the private comments of some FCC staff members, is an understanding that a company like Sprint, the third-biggest long-distance carrier, might be swallowed by a Baby Bell without upsetting the competitive balance.

Ironically, AT&T's case would have been helped if it had countenanced a much faster drop in its market share – a paradox familiar to former monopolists the world over. While naturally wanting to protect their market share, such former monopolies can only truly enter the competitive world once they have been cut down to size.

The emerging global giants of the industry to which Mr Allen referred are likely to find that the block on AT&T would also bar them from buying a Baby Bell.

That is likely to be of little concern to Concert, the company due to be formed by the combination of MCI and British Telecom. MCI, after all, has set its sights on serving big businesses, not being a full-service national carrier for consumers.

The sight of AT&T assailed on all fronts by a group of entrenched regional companies could turn out to be the best such international mega-enterprises can hope for.

## It may be his first time...



## ...but it isn't ours

This Budget is a leap into the unknown for everyone. But there's no need to panic. Ernst & Young's expert advisers will be working through the night to bring our clients up-to-the-minute views and advice. Old taxes or new ones – we're here to help our clients minimise their costs.

To read our budget analysis and commentary, access our website: (<http://www.ernsty.co.uk/tax/budget/budget96.html>).

**ERNST & YOUNG**

The United Kingdom firm of Ernst & Young is a member of Ernst & Young International and is authorised by The Institute of Chartered Accountants in England and Wales to carry on investment business.



## FINANCIAL TIMES

Number One Southwark Bridge, London SE1 9HL  
Tel: +44 171-873 3000 Telex: 922186 Fax: +44 171-407 5700  
Wednesday July 2 1997

## Pitfalls for the chancellor

Mr Gordon Brown, the UK chancellor, showed when he handed control of interest rates to the Bank of England that he was impatient to set a new direction for a long journey. However, his first Budget today will be the better if he moves at a cautious pace.

He needs to raise money, and to damp down economic growth. He has also promised longer term reforms of taxation to improve investment. He must at all costs avoid confusing these imperatives.

The two months since Labour's election victory have given Mr Brown insufficient time to make detailed plans for tax reform. Britain's tax system is both personal and corporate - abounds with complexities and pitfalls. It would be all too easy for a new chancellor to announce plausible-sounding measures which merely created perverse incentives and opportunities for tax avoidance.

After the reforms to corporate taxation in the 1984 and 1987 Budgets, further efforts to remove distortions need to be carefully crafted. The success of today's Budget should therefore be judged in the first instance by what it does not contain. Mr Brown has no doubt been sorely tempted to raise cash from pension funds and the corporate sector by phasing out the dividend tax credit. And he might like to dress this up as tax reform, especially if it were linked to a change in investment allowances.

The hard fact is, however, that eliminating the tax credit will harm pensions and raise the cost of capital to industry, while any attempt to tinker with investment allowances is doomed to be either ineffective or very expensive.

## Revised assumptions

Yet Mr Brown does need to raise quite a lot of money. The revised assumptions for national accounts endorsed by the National Audit Office emphasise that the government deficit is much too high for an economy running at close to full capacity and growing faster than its sustainable rate.

The government says it wants to reduce the deficit to no more than the total of public sector investment over the cycle. This would imply borrowing of only about 1% per cent of GDP, less than half the figure expected for this year. To meet this target, the chancellor needs to raise between £5bn and £10bn in extra annual revenue depending on how soon he wants to achieve fiscal virtue.

## Consumer demand

Since the public finances are enjoying a fair wind from declining unemployment and increased tax revenues, the lower figure may be enough. However, the manner in which it is raised may prove more important than the amount, for it will be the clearest possible signal as to what Labour means in government by calling itself "new".

If he really intends to be responsive to the needs of the market economy, Mr Brown will meet excessive consumer demand by tax increases which hit consumers. He will make the increase large enough to reduce the upward pressure on interest rates and on sterling. And he will take the opportunity, as far as possible, to remove distortions - for example by ending mortgage interest relief and the married couple's allowance. To raise further cash, he could conceivably increase the ceiling on National Insurance contributions or restrict personal allowances to the basic rate of tax.

Unpopular though such changes would be, they would at least avoid the ledgerdom of corporate taxes which are presented as "painless". Abolishing dividend credits and the unjustified windfall tax on utilities have both been presented in this light. But neither would damp down domestic demand, and both would have undesirable side-effects.

It is still possible that the government has thought again on the dividend credit. On the windfall tax, the best that can be hoped is that Mr Brown will make it as fair as possible and promise he will never, never do it again.

## US beef

The World Trade Organisation's dispute panel ruling against the EU's ban on imports of beef treated with synthetic hormones comes as no surprise. WTO rules require governments that impose trade restrictions on health and safety grounds to back their claims with scientific evidence. The EU has signally failed to do so.

The passions raised in this dispute go far beyond the relatively small potential trade flows. The US, backed by Canada, wants to set a precedent for future cases. US trade officials also wish to show Congress that trade agreements can work in the national interest.

The EU fears the further unsettling of consumer confidence, already shaken by the BSE scare. Banning imports of US beef is hard to justify on scientific grounds. Indeed, in 1985 a 10-year study, endorsed by the EU's own scientific advisers and funded by the European Commission, found no evidence suggesting that using hormones to make calves grow leaner and faster

posed health risks for humans.

Nevertheless, the European Commission says that - subject to member state confirmation - it intends to appeal. If the appeal fails, it then has three options: to lift the ban on hormone-treated beef, to maintain restrictions and compensate the US for lost trade, estimated at up to \$250m by the US beef lobby; or to ignore the ruling, as has been urged by France. This would lead the WTO to sanction US retaliatory tariffs.

Internal political pressures may well lead the EU to choose the second or, worse still, the third option. But either would be a huge mistake. The EU has, rightly, made great play of the sanctity of the WTO disputes procedures in cases it has itself brought. For this reason, it must be seen to abide by the rules when cases go against it. Should it fail to do so, the moral authority of the WTO would be seriously undermined. If so, the EU would itself end up among the biggest losers.

## E-commerce

Commerce on the internet needs no special regulation. It should not have taken a White House task force two years to reach that conclusion.

The need for such a study, and the long-drawn-out saga of pornography legislation, illustrates the sneaking hostility that governments feel towards a phenomenon which allows individuals to escape their reach.

In this respect, the internet is not unique: satellite television, international telephone calls, credit cards, even cheap air transport all limit governments' ability to control their citizens.

None of these is lawless, however. Nor, for most purposes, is the internet. Fraud over the net is, if anything, less anonymous than it is through telephone cold-calling. The normal processes of law enforcement and cross-border judicial collaboration are as well or ill-equipped to combat internet wrongdoing as any other sort.

Crime is, in any case, a side-issue. Much more important is the role the internet can play in

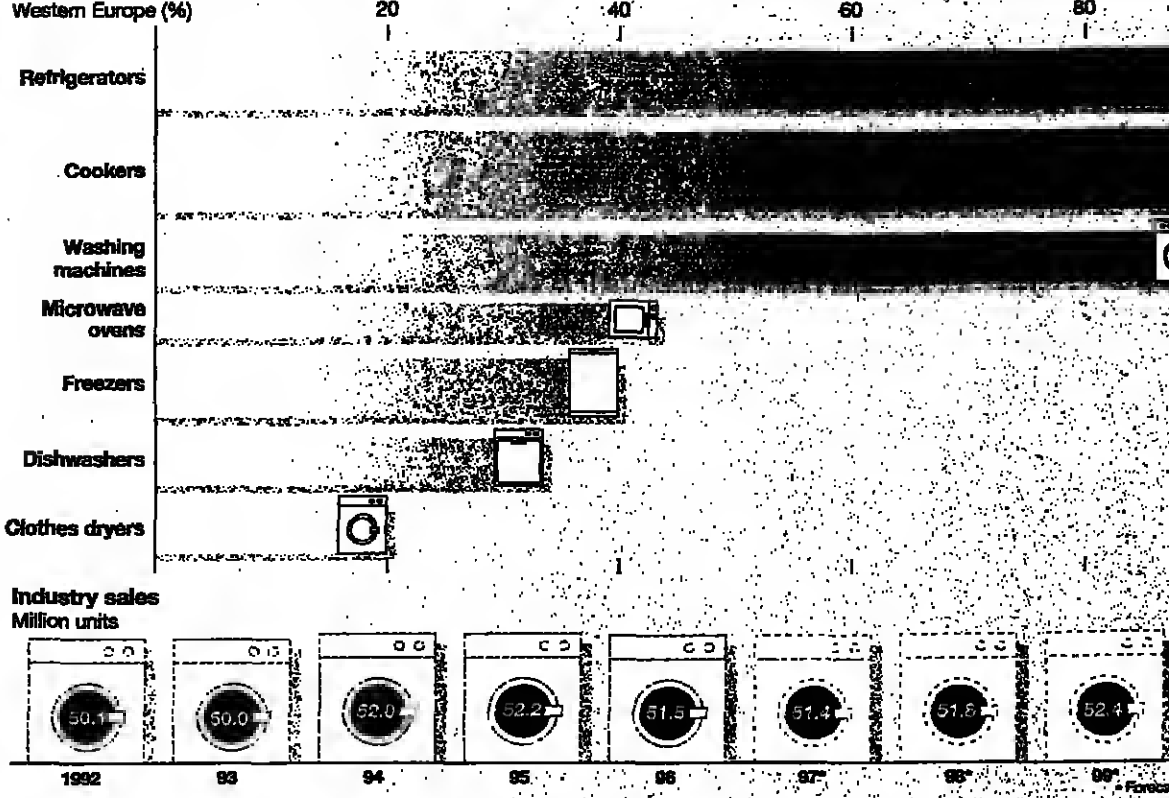
accelerating international trade, and lowering barriers to entry for smaller, geographically remote, competitors. Here, as the White House study recognises, governments can best help not by making new laws but by updating traditional ones, such as those covering contracts and copyrights.

This requires international co-operation. Perhaps the most encouraging aspect of the US position is the recognition that though the net's roots are in the US, it is now a global phenomenon. The weakest part of the study, indeed, is the one where that principle is neglected: the issue of encryption. By treating this essential technology as a military secret, the US is annoying its allies while gaining few practical benefits.

If the US administration is serious about playing the leading role in encouraging global electronic commerce, it will have to address the arguments over encryption with a more open mind.

## European domestic appliances: near saturation point

Homes which own major appliances  
Western Europe (%)

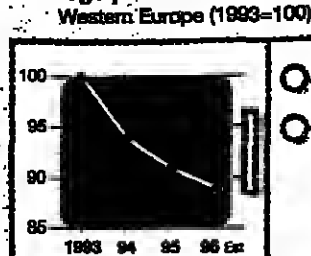


Industry sales  
Million units

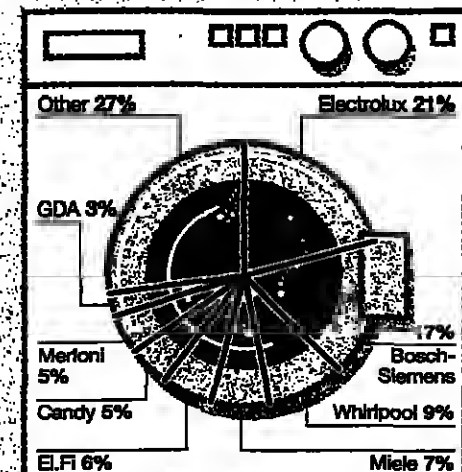


Sources: Whirlpool, Bosch-Siemens

Average price deterioration  
Western Europe (1993-100)



Share of leading appliance manufacturers  
Western Europe (1996)



Partly estimated: data = Western European market of DME2bn

## Rough and tumble industry

Domestic appliance groups are adopting varied tactics to boost market share in Europe's stagnant market, says Peter Marsh

From his hillside office overlooking Lake Varese in northern Italy, Mr Jeff Fattig is trying to make the most of a \$20m gamble. That is the amount Whirlpool, the US's biggest domestic appliance company, has committed to double sales in Europe over the next three years. It intends to bring out a range of new products, some of them based on US designs, and will buy appliances from independent companies, which it will sell on under its own name.

In spite of the expected downturn in sales this year, most of the big European manufacturers agree that future returns are rosy enough to justify hanging on. There are still savings to be made through rationalising production and marketing costs. More than 170 factories based in Europe turn out about 200 brands of domestic appliances. Many analysts say the sector could manage with half this number.

Seven companies - Electrolux, Bosch-Siemens and Miele of Germany, Whirlpool and the Italian groups ELFI, Candy and Merloni - account for 70 per cent of sales. There are dozens of smaller "niche" producers, including Fagor of Spain and Liebherr of Switzerland. Relative newcomers from Asia include Daewoo of South Korea and Malaysia's Sina Darby which are trying to build up sales from a small base. In the longer term, there may be rich rewards for the most successful companies in tapping what is expected to be a surge in demand for domestic appliances from consumers in the former communist eastern bloc. Whirlpool and Bosch-Siemens have been among those stepping up marketing efforts in the region, although sales so far have been disappointing.

While some companies are pulling in their horns, others are taking a more aggressive approach in spite of the insipid environment. General Electric of the US, the world's largest company by market capitalisation and the fourth-biggest maker of domestic appliances worldwide, is setting out to double sales in Europe over the next three years. It intends to bring out a range of new products, some of them based on US designs, and will buy appliances from independent companies, which it will sell on under its own name.

In spite of the expected downturn in sales this year, most of the big European manufacturers agree that future returns are rosy enough to justify hanging on. There are still savings to be made through rationalising production and marketing costs. More than 170 factories based in Europe turn out about 200 brands of domestic appliances. Many analysts say the sector could manage with half this number.

Seven companies - Electrolux, Bosch-Siemens and Miele of Germany, Whirlpool and the Italian groups ELFI, Candy and Merloni - account for 70 per cent of sales. There are dozens of smaller "niche" producers, including Fagor of Spain and Liebherr of Switzerland. Relative newcomers from Asia include Daewoo of South Korea and Malaysia's Sina Darby which are trying to build up sales from a small base. In the longer term, there may be rich rewards for the most successful companies in tapping what is expected to be a surge in demand for domestic appliances from consumers in the former communist eastern bloc. Whirlpool and Bosch-Siemens have been among those stepping up marketing efforts in the region, although sales so far have been disappointing.

have to battle against slow growth and increasing competition. "It is a war of attrition," says Mr David Newkirk, a consultant at Boon-Allen & Hamilton. "There are no bold strokes to pull off."

Since 1992, sales volumes of household appliances in western Europe have grown by an average of just 1.2 per cent a year, to 51m units last year - worth about \$27bn at factory prices. But because of a 10 per cent drop in prices between 1993 and 1996 - caused by consumers pressing harder for value for money against a background of weak economic growth - revenue has been shrinking. This year, profit margins are likely to drop even further from the already meagre 2 per cent of sales in 1996.

Further cost pressures have resulted from changes at the distribution end of the industry. The number of retail outlets across Europe has shrunk, giving retailers more clout in dealing with manufacturers.

Even in a stagnant market with declining profit margins, it is possible to increase revenue through innovation, says Mr James Dyson, the British entrepreneur behind the Dyson vacuum cleaner. This device, which claims to gather more dust than its competitors, has shot to annual sales of \$150m four years after its launch. Mr Dyson, who accuses his rivals of failing to innovate, is studying ways to improve other domestic appliances, such as washing machines, which he hopes will help him achieve yet higher sales.

But many of his bigger rivals are trying to boost sales through innovation. Even in a sector where technological advances are likely to be incremental - compared with, say, consumer electronics, which comes out with entirely new products every few years - the smallest innovations are seized upon by companies to promote their products.

"This is not a commodity business in which all washing machines are equal," says Mr Silvano Fumagalli, chief executive of Candy, a family-owned Italian company. In the early 1990s, Candy hit on a new way of feeding water through its dishwashers, which it says results in a more thorough wash. This had an impact in boosting sales, the company says.

Whirlpool has spent several years re-engineering its front-loading washing machines so that the holes for pushing clothes into the drum are a few centimetres wider than rivals - making the machines easier to use.

The industry has also embraced computer-aided design techniques to speed up development of products. A new washing machine can move from the ideas stage to the shops in just 24 weeks, twice as fast as only a few years ago.

Companies are also trying to develop machines that use less energy and water in order to satisfy increasingly environment-conscious consumers. Bosch-Siemens says its dishwashers require 62 per cent less electricity and 34 per cent less water than in the 1980s - advances the company believes have helped in its marketing drive.

The industry has also borrowed ideas from the car business in developing "product platforms" - basic designs that can be customised to meet varying European consumer tastes.

A new washing machine "platform" - costing some \$60m to develop - can be turned into as many as 400 individual products differentiated by features such as shape, colour, spin-speed and control systems. For an oven, the platform can be adapted to a variety of types to reflect different cooking styles - with Germans requiring space for roasting, the British keen on the grill pan and

the Swedes wanting added devices for baking biscuits.

Technological and design innovation is backed up by marketing efforts to target specific groups of consumers with different brands. Merloni has promoted successfully what Mr Francesco Caini, its chief executive, calls the "cheap and cheerful" Indesit brand to cost-conscious consumers. It has kept its up-market Ariston label for customers for whom price is not the prime consideration.

In an effort to pare costs, many companies are trying to rationalise their manufacturing operations by using their network of factories more efficiently.

Hotpoint, the UK company owned jointly by GEC of Britain and General Electric, has boosted productivity by moving away from what it regarded as rigid and inefficient production lines. Instead it has grouped workers into small teams.

Bosch-Siemens has spent about \$350m in recent years to automate its plants in Germany where labour costs are high. It has shifted much of its more labour-intensive production to countries such as Poland, the Czech Republic and Spain where wages are far lower.

"There are good opportunities for us to maintain progress in this sector if we get the strategy right," says Mr Herbert Wörner, Bosch-Siemens chief executive. "Sales have got to come back again," says Mr Gary Lamb of GfK, which monitors the industry. "A washing machine or a fridge is something you can't do without."

Such encouraging predictions notwithstanding, Mr Fattig of Whirlpool does not underestimate the difficulties ahead. Whirlpool, he says, is two-thirds the way through its "10-year vision" to lift returns from Europe to what he calls "acceptable" levels. It will be some years yet before Mr Fattig knows whether Whirlpool's \$20m gamble has come off.

## OBSERVER

## Invitation to advance

■ Laloo Prasad Yadav, the embattled chief minister of Bihar in northern India, isn't doing too well in wooing foreign investors to his poor, rural state.

"Give me Bihar for a week and I'll turn it into another Japan," a Japanese industrialist recently told Yadav, whose inept policies have contributed to the state being the least developed in India. The chief minister replied: "Give me Japan for a week and I will turn it into Bihar."

Yadav's under intense pressure to leave public life after being charged with conspiracy in a \$200m scandal involving the diversion of public funds. Tomorrow he could be deposed as president of Janata Dal - the party of prime minister I.K. Gujral and the largest in the ruling United Front Coalition. He's refusing to go quietly, though some sort of deal may be stitched up before the voting starts. Meantime, he's causing acute embarrassment to the prime minister, as well as potential investors.

## Obedient servant

■ There wasn't a stampede for the governorship of the Bulgarian national bank after

prime minister Ivan Kostov showed the old guard the door. Now that the Bulgarian currency is pegged firmly to the D-Mark and the money supply is limited to the level of foreign exchange reserves, the central bank boss can't test his skill at managing exchange rates and monetary policy.

After three senior economists turned the job down, Kostov, a former finance minister, turned in desperation to Svetoslav Gavrilski, a finance ministry official for 25 years.

Soft-spoken Gavrilski, who helped negotiate Bulgaria's foreign debt rescheduling a couple of years ago, was finance minister in a caretaker government this year and might have expected to hang on to the top slot. But, like a model civil servant, he obligingly moved down the road to the BNB.

At least, he gets a plusher office in the ornate, pre-communist central bank than anything available at the Stalinist-era finance ministry, where ornately carved chairs and antique tapestries are in short supply.

## Rocky road

■ Brazil's transport minister, Eliseu Padilha is doing a lot of explaining this week. Top of his busy schedule is a meeting with groups representing the

country's black population - he's got to do some fast talking to stave off threatened lawsuits. Padilha's only been in the government a couple of months. He got the job after months of wrangling mainly because he'd managed not to offend anyone, but he's catching up fast. Attempting a rhetorical flourish in a speech, he stressed a "clanger of earth-moving proportions". "In Brazil there are two blacks who are admired by everyone," he said. "One is Pele [the former footballer], our king for ever. The other king is asphalt. It is the black that everyone loves."

It's fortunate for Padilha that Pele, now Brazil's sports minister, said he hadn't taken offence at being considered equivalent to a petroleum derivative used to make roads. But the erring minister has to explain himself to Brazil's 70m or so black or coloured people. He says he's ready to face his critics, and apparently believes his trump card is that he's of mixed European and African origin himself. Let's hope he doesn't try any more oratorical embroidery.

## Red banners

■ If anyone was going to make a profit from Hong Kong's return to the Motherland, surely it

should have been the Shanghai Flag and Textworks, which looked for months to provide an extra \$10,000 million flag. Some now fluster over Hong Kong, others were swamped up in the frenzy of flag-waving patriotism on the mainland.

Vice-director Zhang Dejing is a proud man. "When they hoist our flag over Hong Kong, we shall take pride that we have made our contribution to Hong Kong's return," he says.

But pride will have to be its own reward. The state-owned company has dutifully shouldered the burden of the extra production and new design for the Hong Kong flag. "Profile have fallen a little this year," admits Zhang. "Making the new flag took time and money." Is this what China means by "one country, two systems" - taking from its state sector to feed Hong Kong's free market?

## Fool's gold

■ The sun didn't just set on the British empire with the handover of Hong Kong. It also set on British opposition. Conservative party leader William Hague's liquidity. Offering his Midland Bank gold card to pay his bill at the plush Mandarin Hotel, he was told politely that it had expired at midnight on June 30, just as the Union Flag was being lowered.

## Financial Times

## 100 years ago

The Rhodesia Crisis  
It seems that the Prospector's Association in Rhodesia has appealed to the Chartered Company to warn wandering immigrants not to start for Mashonaland. One gentleman who was very indignant with the Prospector's Association, exclaimed: "Let us get people into the country, and then agitate." The great mistake appears to have been to underestimate the strength and persistence of native animosity, and subsequently to over-estimate the protestations of native repentance. The childlike innocence of the Mashonians has since proved to be a pretence.

## 50 years ago

The Crisis in France  
In the big cities, bread and flour are not the only food problems. Butter, cheese, meat and wine are all scarce - that is if one attempts to buy them at official prices. On the black market they are available, but usually at prices which are quite beyond the purchasing power of the average working man. The black market still remains the problem number one. Since the liberation, a succession of food ministers has failed to suppress it, and have been dismissed one after another for their pains.











## COMPANIES AND FINANCE: THE AMERICAS

## Motorola to stop making D-Ram chips

By Louise Kehoe  
in San Francisco

Motorola plans to phase out production of dynamic random access memory (D-Ram) chips, the most widely used type of data storage, and will reallocate production facilities to other chips, the US semiconductor and electronics group said yesterday.

The decision would not lead to job losses, Motorola said, but the company expected to take a pre-tax charge in the current quarter of

about \$170m to write down technology development costs and manufacturing equipment.

The shift is part of a broad realignment aimed at focusing resources on high-growth markets, Motorola said.

The market for D-Rams is notoriously volatile and prices for the "commodity" chips, which are produced by numerous manufacturers in Asia, fell precipitously over the past two years.

Ironically, Motorola's exit

from the D-Ram market comes as prices are firming. However, it also coincides with the emergence of a new generation of higher capacity D-Rams, which require substantial new investment in plants and equipment.

Motorola has deliberately limited its participation in the D-Ram market to a lower than 5 per cent share of the world market since the mid-1980s, and over the past three years its share has been less than 2 per cent.

Motorola has two joint

ventures in the D-Ram market, with Siemens of Germany and Toshiba of Japan. The US company said it would maintain these partnerships, but convert its share of production to other products.

In Japan, Motorola's joint venture with Toshiba currently produces D-Rams, microprocessors, and other logic products. The joint venture's newest facility, which now produces 16-megabit D-Rams, will gradually shift operation to logic products.

With Siemens, Motorola is building a large semiconductor plant in the US which was originally designed for D-Ram production. Instead, the companies will now use D-Rams to ramp up volume production and then switch Motorola's portion of production to other types of memory chips.

Siemens and Motorola remained committed to making the plant the world's most competitive memory factory, said Mr Andreas von Zitzewitz, president of the

Siemens' memory division. Motorola's withdrawal from the \$80bn D-Ram market leaves Texas Instruments and Micron Technology as the only large US participants in this segment of the semiconductor industry.

The market, which is expected to grow to more than \$70bn over the next four years, is dominated by South Korean and Japanese producers, with several Taiwanese ventures also competing for market share.

## Coca-Cola on track to hit sales targets

By Richard Tomkins  
in New York

Coca-Cola, the US soft drinks company, yesterday indicated that sales had continued to fizzle in the second quarter, saying it expected to report a 7 to 8 per cent increase in the volume of drinks sold compared with the same period last year.

It also said it would report an after-tax gain of \$200m in the second quarter from the sale of its 30 per cent stake in Coca-Cola Bottlers Philippines, to Coca-Cola Amatil, the Australian bottler, announced in April. The announcements helped the shares claw back some of the ground they had lost the day before, when an unusually large sale towards the end of the session left the shares \$3½ down at

\$67½. In early trading yesterday, they had rebounded to \$68½.

However, the optimism was muted because the volume increases marked a slight slow-down from recent growth rates. Further, Coca-Cola said the \$200m gain would be only "partially" additive to its results, suggesting that it might be offset by other factors.

Coca-Cola aims to beat the rate of growth in the US soft drinks market and to increase volumes at a rate of 8 to 10 per cent outside the US. Yesterday it appeared set to achieve both targets in the second quarter.

The company said it expected US volumes to be risen by 4 to 5 per cent, and while it did not separate the expected increase in volumes outside the US, analysts said the figure

appeared to be 8-9 per cent. Mr Roy Barry, an analyst at Oppenheimer & Co, said: "The good news is that both of these gains are good and within the target range. The bad news is that they show some slowing."

Mr Barry said the US growth rate of 4 to 5 per cent compared with 6 per cent last year and 8 per cent in this year's first quarter, while the international growth rate of 8 to 9 per cent compared with 9 per cent last year and 9 to 10 per cent in this year's first quarter.

However, the figures were within the range of expectations, and analysts appeared content with their forecasts of second quarter earnings. According to the First Call research service, the consensus forecast is for earnings per share of 47 cents, up from 42 cents a year earlier.



Fizzling: Coke aims to beat the rate of growth in the US soft drinks market.

## Office Depot shares tumble 19%

By Richard Tomkins

Shares in Office Depot plummeted 19 per cent in early trading yesterday after a federal court shocked Wall Street by blocking an agreed \$4bn takeover of the US office supplies superstore chain by Staples, its biggest rival.

Late on Monday, the US District Court in Washington granted the Federal Trade Commission a preliminary injunction against the merger, upholding the FTC's view that the deal was anti-competitive and would lead to higher prices.

The outcome broke new ground in US merger policy by introducing theories

about the so-called unilateral effects model. This seeks to predict the ability of big consumer product companies to exercise power over the market in spite of competition from smaller rivals.

Staples and Office Depot had argued that their merger could not be seen as anti-competitive because the combined companies would control barely 5 per cent of the US office supplies market. But the FTC said the merged company would dominate a distinct market segment served by office supplies superstores.

Mr Phillip Proger, a partner of Jones Day Reavis & Pogue, a Washington law firm, said the outcome was

"a big win" for the FTC. "I think it means the FTC is likely to be much more aggressive in future on transactions involving retail channels of distribution," he said.

Staples said the boards of both companies would review the judge's decision over the next few days, but Mr Thomas Stemberg, Staples chairman and chief executive, said it was likely that the merger would be terminated.

"After spending millions of dollars and countless hours of associate time on the merger process, the additional expense and time involved in pursuing the matter further in the court

system doesn't seem to be in the best interest of our shareholders, employees or customers," Mr Stemberg said.

Office Depot's shares tumbled \$3½ to \$15½ in early trading, roughly the level at which they were trading before the all-share bid.

In contrast, Staples' shares gained \$1½, or 6 per cent, to \$24½, in the belief that Staples had learned useful trade secrets from Office Depot during the merger process.

Staples appeared to confirm this, saying it had gained "valuable insights" over the last nine months, particularly in merchandising and distribution.

## Westinghouse denies CBS sale

By Richard Waters  
in New York

Westinghouse Electric yesterday denied a report that it was considering selling the CBS television network, which lies at the centre of its ambition to turn itself from an industrial conglomerate into a media and entertainment company.

The New York Post reported that both Microsoft and Seagram were considering a bid for the network, which had earlier prompted a 7 per cent jump in Westinghouse's stock. By late morning, though, the shares had settled back to \$23½, a rise of \$½ from the previous day's close.

Westinghouse said it planned to "build CBS into the pre-eminent media company in the industry, not to sell it."

Microsoft also later denied the report, saying it was

committed to a joint venture with NBC, a rival network, which has produced a pioneering all-news cable television channel and Internet news service.

The report, the latest in a round of rumours about CBS, comes as Westinghouse is edging closer to shedding the last of its manufacturing operations, leaving the group's own long-established broadcast television stations plus CBS, Infinity Broadcasting, a radio group, and the country-music cable television stations once owned by Gaylord Entertainment.

The break-up, planned to take place before the end of this year, is the culmination of a four-year effort of Mr Michael Jordan, chairman, to shed underperforming operations. Helped by takeover speculation, the shares yesterday were more than 50 per cent above their low point of the last 12 months.

## AMERICAS NEWS DIGEST

## Investors seek Hapoalim stake

A group of investors led by Mr Ted Arison, the US businessman, yesterday pressed the Israeli government to stick to its timetable for selling off Bank Hapoalim, Israel's biggest bank, and said the consortium would bid for the entire 69 per cent stake the government has put to tender.

"We intend to take the state out of the bank completely," said a representative of Mr Arison's group. The group intends to bid for an immediate 34.5 per cent stake in the bank, with an option to purchase an additional 34.5 per cent. It would not confirm recent reports that it plans to bid between \$825m and \$990m for the first stage of the sale.

Mr Arison's representative said his consortium began negotiations this week on the conditions of the sale with MI Holdings, the state agency charged with selling the banks. If the government places no obstacles, he said, the sale process should be completed by August 18.

Mr Arison's consortium also includes Claridge-Israel, the investment group backed by Mr Charles Bronfman, the Canadian businessman, and other US and Israeli investors. A second group led by Mr Jeffrey Kell, the US banker, is also competing in the tender.

Avi Machlis, Tel Aviv

## Santander, Osorno unified

Banco Santander Chile has completely integrated the operations of Banco Osorno after the 1996 merger of the two Chilean banks, reducing personnel costs in the first five months of the year by 24 per cent in the process. Banco Santander said it had closed 41 branches, representing 19 per cent of the bank's total network, and reduced staff levels by 860 employees, or 18 per cent of payroll.

The unification of the Santander and Osorno credit portfolios forced the bank to take a \$17m accounting charge in the first half. Spain's Santander Group bought 50.8 per cent of Osorno for \$495m last year from Chile's Infisa group. It subsequently merged the two banks, and now owns about 75 per cent of Banco Santander Chile.

Santander said it was able to maintain its 14 per cent pre-merger combined share of the Chilean current account market. It said it also raised commission income as a percentage of gross margin to 16.6 per cent, from 14.1 per cent prior to the merger.

AP-DJ, Santiago

## Argentine bank buy

Banco de Galicia y Buenos Aires, one of Argentina's largest banks in terms of assets, is to buy a small regional bank. The purchase of the unspecified bank comes amid ongoing consolidation in Argentina's financial system, which has been fuelled by the arrival of leading international institutions. Galicia itself has been the subject of acquisition rumours.

In May 1997, Galicia completed its \$1.2m peso (\$32m) purchase of 49 per cent of Banco Sudcor Litoral, an 80-branch bank based in central Cordoba province. Its December 1996 purchase of 30 per cent of Brazil's Banco BCN Barclays is pending regulatory approval.

AP-DJ, Buenos Aires

## Velox arranges funding

Velox Investment, the majority shareholder of Argentine supermarket chain Disco, said it landed a \$200m short-term loan to finance its acquisition of 37 per cent of Chile's Santa Isabel. A group of banks led by the US's Citibank provided the six-month financing. Velox said it put up a 26 per cent Disco stake to guarantee repayment. Its Velox International Investments unit in May agreed to pay \$229.7m for the 37 per cent stake in Santa Isabel, Chile's largest supermarket chain.

AP-DJ, Buenos Aires

## Disney sees growth in Peru

Walt Disney, the US entertainment company, expects \$20m in 1998 from product sales in Peru, with an average 30 per cent annual growth for the next five years, according to local newspaper reports.

Reuters, Lima

## Warner-Lambert shares surge

Shares of Warner-Lambert gained more than 5 per cent yesterday amid growing optimism for sales of two new drugs: Lipitor, used to reduce cholesterol, and Remin, which is for patients with Type II diabetes who are already taking insulin. Warner-Lambert was \$6½ higher at \$130½ in early afternoon trading.

Reuters, New York

## Stet faces suit over Cuban link

By Paul Botts in Milan  
and Leslie Crawford  
in Mexico City

Stet, the Italian telecommunications group which is poised to sign today a strategic partnership with AT&T, is facing tangled web of multi-million dollar litigation relating to its Cuban telecoms interests.

The litigation, involving claims and counter-claims for several hundred million dollars, is likely to be a thorn in the side of the company as it prepares for privatisation in October.

The row is mainly with Damos, the private Mexican group which had been a partner in Cuba with Stet until it pulled out recently.

Stet entered the Cuban market three years ago when it bought for about \$280m a 25 per cent stake in Compañía Interamericana de Telecomunicaciones (Citel), a subsidiary of Damos. Citel had earlier taken a 49 per cent stake in Etecsa, the island's telecoms company.

However, the joint venture came under strain after the Mexican group failed to pay a final instalment of \$320m for its original 49 per cent stake. Damos had agreed to pay \$700m for this holding, and soon after signing the deal with Cuba sold a 25 per cent interest in Citel to Stet.

Damos had also pledged to invest \$750m over seven years to modernise Cuba's

outdated telecoms network. The deal was the biggest foreign investment in the island.

The Mexican group has now relinquished its stake in the Cuban company and Stet is the only foreign investor, with a stake of about 30 per cent.

Stet sued Damos for about \$300m in July 1996, since the Citel subsidiary continued to owe the Cuban government an outstanding instalment for its equity stake in the Cuban telecom company.

But Mr Reginaldo Cepeda, Damos chief legal adviser, said the company was now in turn studying the possibility of initiating legal action against Stet to claim compensation "for a minimum of

\$900m" relating to the Mexican group's divestiture from Etecsa.

To complicate matters further, Stet has also been talking to TTT, the US group which operated the Cuban network before the Castro revolution, to compensate the US company for its Cuban holdings confiscated in 1960.

ITT is understood to have \$100m in outstanding Cuban claims.

Settling the ITT claims is important for Stet to avoid facing sanctions under the Helms-Burton Act - the US legislation which requires foreign companies to report to Washington any assets they own in Cuba that were confiscated from US owners.

## RHÔNE-POULENC INFORMS ITS SHAREHOLDERS

## Rhône-Poulenc accelerates the pace of its transformation

"To continue to strengthen its presence in life sciences, reinforce the improvement in the performance of its chemicals/fibers businesses and increase its strategic flexibility, we are studying two major potential initiatives which would mark a significant new phase in Rhône-Poulenc's development:

• Reinforce Rhône-Poulenc's position in pharmaceuticals through an increase in the Company's ownership of Rhône-Poulenc Rorer from 68.3% to 100%.

Rhône-Poulenc, with Rhône-Poulenc Rorer and Pasteur Merieux Connaught, already ranks among the leading pharmaceutical groups worldwide, and is one of the foremost groups in animal and plant health.

• Combine the chemicals and fibers & polymers businesses of Rhône-Poulenc to create a new company which would be listed in 1998, if market conditions permit. Rhône-Poulenc would retain substantial majority control of the new company.

Combining the chemicals and fibers and polymers businesses into a new company would increase technological, industrial and commercial synergies.

I am convinced that if we undertake these initiatives, we will enhance shareholder value for Rhône-Poulenc Rorer and Rhône-Poulenc."

Jean-René Fourtou  
Chairman and Chief Executive

Rhône Poulenc,  
one of the  
leading groups  
worldwide  
in life sciences and  
specialty chemicals,



contributes,  
through  
its innovations,  
to the improvement  
in health of men,  
animals and plants,  
as well as  
the quality and  
safety of products  
used in industry  
and daily life.

**RHÔNE-POULENC**

Financial implications of these operations:

• The Group would have only one publicly-listed life sciences company, Rhône-Poulenc.

• The net debt-to-equity ratio would be brought down to 60% by the end of 1998 and to 50% by the end of 1999 as a result of:

- the improvement in operating cash flow;  
- the increase in equity;  
- the capital raised by listing the new company;  
- the divestiture of non-strategic assets.

• Rhône-Poulenc's objective remains to increase its earnings per share by 20% in 1997 and 1998, despite a slight dilution in the first two years and excluding exceptional items.

• The Group expects to maintain the 1997 dividend per share at a level at least equal to 1996.

If Rhône-Poulenc's Board of Directors decides to proceed with all or some of these initiatives, appropriate corporate approvals will be requested and required procedures with employee representatives will be observed.

Investor Relations:  
25, quai Paul Doumer  
92408 Courbevoie cedex, France  
For additional information, contact:  
+33 1 47 68 00 97

Internet:  
http://www.rhone-poulenc.com

The Financial Times plans to  
publish a Survey on

**Japan**

on Tuesday, July 15

Haj Hafejee in London

Tel. +44 171 873 4784

Fax: +44 171 873 3204

or Patrick Brennan in Tokyo

Tel: +81 3 3295 4050

Fax: +81 3 3295 1264

Or your usual Financial Times representative  
FT Surveys

## SEND US YOUR OWN PAPERCLIP

And while you are at it, please attach your cheque to fund more Macmillan Nurses in the fight against cancer.  
(Did you know over one million people are living with it?)

Cheque amount £..... made out to 'CRMF (FI)'

Send to:  
CRMF FREEPOST LONDON SW3 3BR

THE  
**Macmillan**  
APPEAL

Cancer Relief Macmillan Fund exists to support people with cancer and their families.  
Regd. Charity No. 261017

سكرا من الامل



## Nissan sets up telecoms R&D unit

By Michio Nakamoto  
in Tokyo

Nissan, Japan's second largest vehicle manufacturer, has set up a company for research and development of telecommunications technologies to support its mobile communications affiliates.

The new company, Nissan Communications Systems, will take on R&D activities to develop mobile telecoms services, including research into mobile phones. It will also develop, produce and sell telecoms equipment and software. Nissan hopes to strengthen consulting activities for the telecoms industry through its new unit.

Nissan Communications Systems will be 100 per cent owned by Nissan and is expected to support the Tu-Ka Cellular group of nine regional mobile phone companies, in which Nissan owns stakes of up to 30 per cent.

The decision to set up a separate telecoms company stemmed from intensifying competition in Japan's mobile phone market, Nissan indicated.

Separately, Toyota, Japan's largest carmaker, has set up a vehicle parts manufacturing unit in north-

ern Japan. The unit will start production of parts for anti-lock brake systems in the autumn 1998. Toyota is targeting sales of ¥7bn (\$61m) in the year to March 2000.

Toyota had planned to set up the subsidiary in 1990, but the prolonged slump in its home market forced it to put off the plan.

● Mazda plans to boost capacity utilisation at its Hofu plant in southern Japan, which has been running at only about 40 per cent capacity.

The carmaker invested ¥60bn in Hofu in 1992, adding a new line for luxury vehicles. But the state-of-the-art plant has suffered from low capacity utilisation since the yen's sharp rise against the dollar hurt exports and Japan's vehicle market slowed.

Mr Henry Wallace, Mazda president, has aimed to increase capacity at Hofu since he assumed the top job when Ford, the US carmaker, increased its stake in the Japanese company to 33.4 per cent last April.

Mazda plans to lift production of the restyled Capella saloon in an attempt to raise capacity utilisation at Hofu to more than 60 per cent in the second half of 1997.

## Western groups woo Japan's savers

Opportunities in mutual funds are substantial but marketing problems will have to be overcome

This summer some Japanese brokerages are sporting striking posters of Gallie and Marco Polo. In an effort to attract Japanese savers, Goldman Sachs, the US investment bank, has christened its funds after inspiring western legends.

The tactic has paid off. In the 11 months since Goldman Sachs started the business in Japan, its funds have increased 20-fold, to more than ¥450bn (\$3.9bn) in May, leaving it the largest foreign group in Japan's retail mutual fund business - known as investment trusts in Japan.

The question now puzzling many western banks and fund managers is whether this surge reflects an isolated marketing success, or heralds a broader boom in Japan's hitherto underdeveloped mutual fund sector.

Fidelity, the US group which is the world's largest fund manager, hopes it points to a boom. Last week it received permission from the Japanese government to establish a brokerage business in Japan. It plans to use the new business to set up the first fully-fledged US-style telephone investment services in the country later this year.

Ms Donna Morris, branch manager of Fidelity Brokerage Services, says: "The opportunity here is just phenomenal - it is the second-largest capital market in the world."

Other western groups are less sanguine. Although mutual funds have been sold in Japan for more than a decade, attempts to persuade Japanese savers to buy more mutual funds have had limited success. At present they account for a mere 3 per cent of all assets, compared with 10 per cent in the US.

Many observers suspect that marketing and distribution problems will need to be overcome before the sector can take off. One fund manager says: "Most Japanese savers are very suspicious of mutual funds - there is a real marketing problem here."

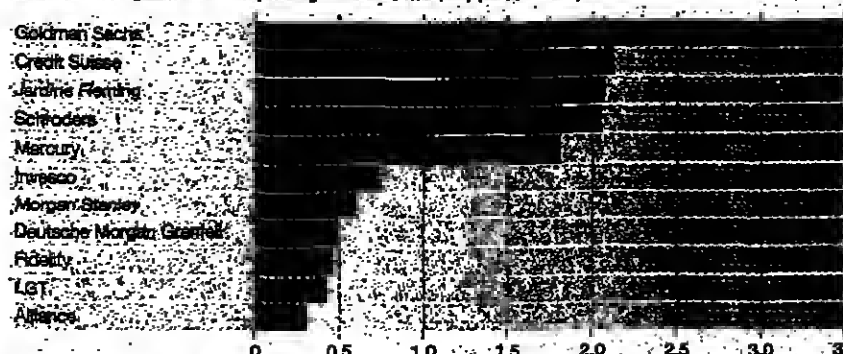
The suspicion stems in part from the Japanese stock market's falls earlier this decade, in which many fund holders had their fingers burnt. However, western bankers say another factor has been the marketing style of Japanese brokers, who manage more than 90 per cent of the mutual funds in the country.

These brokers have tended in the past to sell mutual funds not as long-term investments, but as short-term quasi-speculative instruments. Brokers' customers, for example, have been encouraged to change their funds frequently. And although this generated fees for the brokers, it has left many Japanese investors suspicious of mutual fund products.

Until now, foreign groups have generally been forced

### Foreign investment advisers in Japan

Mutual funds assets in Japan by book value \$bn, (March 1997)



Japanese personal sector savings			
	March 1996	March 1997	Sept 1996
Cash and deposits	222	1,784	3,000
Insurance	222	1,784	3,000
Bonds and stocks	222	1,784	3,000
Trusts	403	576	773
Mutual funds	222	1,784	3,000
Total assets	5,372	8,872	11,325

Source: Currency & Company, JMAA, JITA

to use Japanese brokers to sell funds, as they had an effective monopoly on distribution. However, the rela-

Goldman Sachs Investment Trust Management, says: "If Japanese houses sell too many other products this

tives are not readily available. Setting up a high-street distribution network or purchasing a large Japanese

**'What we are trying to do is turn savers into investors... That will not happen overnight'**

can cause internal conflicts." Western groups are now mulling other distribution options, but cheap alterna-

have been mutual fund business until now, the planned deregulation of the financial sector

will allow them to distribute funds for the first time later this decade. This could provide a new competitive alternative to the brokers and introduce mutual funds to a wider segment of the population.

In the meantime, Fidelity's move last week has introduced another possibility - the telephone.

The US group plans to start offering brokerage trading services over the telephone later this year, followed by fully-fledged investment services early in 1998. It hopes this will enable it to reach clients directly and introduce Japanese savers to the unfamiliar US concept of using mutual funds for purposes such as retirement or education.

Telephone trials over the last year at the Japanese broker Nomura and the UK group Mercury Asset Management have had only limited success, and even Fidelity admits it is unsure about demand. Initially it plans to invest in no more than a few dozen staff and says it will continue to distribute through brokers.

If the move works, it is likely to be copied. "What we are trying to do is turn Japanese savers into investors," explains Ms Morris. "That will not happen overnight - but it did not happen quickly in the US either. Japan now looks like the US did 20 years ago."

Gillian Tett

## Sulzer Medica aims at pace of US tech stocks

Mr Fritz Fahrni, chief executive of Sulzer, has a spring in his step again. After nine years of struggling to turn round one of the grand old names of Swiss engineering, he finally has something to show for his efforts.

Sulzer is about to sell 25 per cent of Sulzer Medica, which "makes everything from artificial hips to heart pacemakers, in an initial public offering of 2.3m shares. Sulzer shares, after years of underperformance, have risen by around two-thirds this year in response to the decision to unlock the only real jewel left in the Sulzer crown, raising around SF770m (\$480.1m) from the IPO.

The Sulzer Medica IPO is being described as Europe's answer to successful US medical technology stocks such as Medtronic, Guidant and DePuy. Guidant shares have risen nearly sixfold since the spin-off from Eli Lilly in December 1994. With two-thirds of its staff in the US and 95 per cent of its sales outside Switzerland, Sulzer Medica regards itself as more like a US company, which explains its decision to seek an additional New York listing.

Sulzer Medica's earnings have been flat for the past three years but Mr André Buchel, chief executive, is confident that that is about to change. Sales growth may look sluggish in Swiss franc terms but in US dollars they have been growing more than 8 per cent a year since 1992, which is better than the industry average, says Mr Buchel.

The Sulzer Medica story started in Sulzer's Winterthur foundries in the early 1960s. Swiss surgeons were seeking a suitable material for hip transplants and Sulzer engineers came up with a biocompatible alloy. For the next 25 years, Sulzer concentrated on orthopaedic products, which still contribute just over half total sales.

In Europe, one in four artificial hips comes from Sulzer and it is the European market leader. However, the \$6.6bn world market is relatively mature, and Sulzer only has 6 per cent of the profitable US orthopaedic market, which accounts for nearly half world sales.

In 1988 Sulzer Medica paid \$800m for Intermedics of the US which took it into heart



André Buchel: sales in US dollars better than sector average

pacemakers - an industry dominated by Medtronic of the US, which has half the world market. It is the fastest growing part of Sulzer Medica's business, and accounts for more than a third of total sales.

Sulzer Medica's ability to hold on to its number three position hinges on keeping pace with rapid technological changes. Until recently it has only been able to provide bradycardia pacemakers, which manage slow or irregular heartbeats. These account for around three-quarters of the \$3.3bn world market in pacemakers. The biggest growth is in areas such as implantable cardioverter defibrillators, which treat potentially fatal fast heart beats by delivering minute electrical shocks. Sulzer has been slow to enter this market but has recently launched the Res-Q Micron defibrillator. Once implanted in a patient, this allows extra therapeutic options to be added by tapping in a new software code rather than resorting to open heart surgery.

The most profitable part of Sulzer Medica's business is mechanical heart valves, where it is number one in Europe. However, operating margins have fallen from 47.1 per cent in 1993 to 28.8 per cent in the first quarter of 1997, as the company has shifted away from sub-contracting for rival manufacturers towards selling its own products, involving

heavier marketing expenses.

With the proceeds from the IPO, and the greater commercial freedom, Sulzer Medica is expected to go on the acquisition trail.

However, the recent \$30m damages to settle an orthopaedic patent dispute with Stryker, a US rival, highlight the fact that rapidly changing technology is not the only business risk facing companies such as Sulzer Medica. Product liability is a third risk. It is far easier to recall 20,000 cars than 20,000 pacemakers lodged inside patients.

Sulzer Medica's shares will be priced on July 14 and based on an indicative price of SF300-SF350. Analysts estimate it is being valued at between 15 times and 18 times 1996 earnings. Its profits are expected to grow anywhere between 10 per cent and 18 per cent over the next few years.

Morgan Stanley, which is leading the issue, has done two comparable transactions over the past three years. It floated Guidant, which makes pacemakers, in 1994, on a prospective multiple of 11.3 times earnings, and DePuy, the world's oldest orthopaedic company, last October, on 14.2 times 1997 earnings.

Guidant is now trading on 28 times 1996 earnings and DePuy on 16 times earnings, which suggests that Sulzer Medica, which straddles both businesses, has been reasonably priced.

William Hall

## NZ media groups in talks

Independent Newspapers of New Zealand is in talks to buy 51 per cent of Sky Network Television, the pay-TV network, AP-DJ reports from Wellington.

The stake is held by HKP Partnerships, a venture between four US communications and media groups: Amertech, Bell Atlantic, Time Warner and TCI.

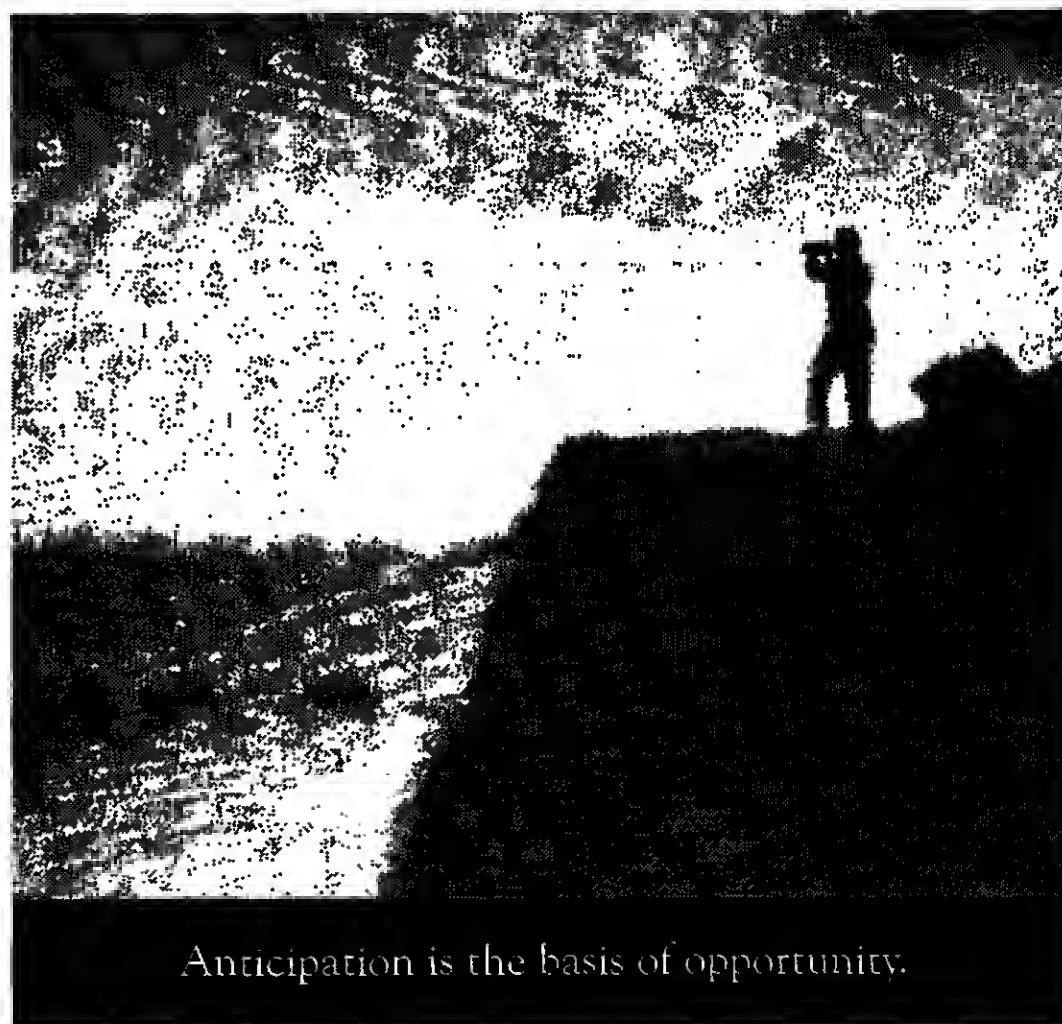
News Corp. Mr Rupert Murdoch's media group, owns the remaining 49 per cent of Sky Network.

Mr Mike Robson, Independent's managing director, said he hoped that negotiations would be successfully concluded in the near future.

Earlier this year Independent Newspapers abandoned

talks to buy up to 84 per cent of Sky Network.

Last month reports circulated of a public offering of Sky Network shares. The size of the issue was estimated at NZ\$800m (US\$542.2m). Analysts say Independent Newspapers could emerge as a cornerstone shareholder in a listed concern.



### SECURITIZATION

Financial Advisor & Sole Placement Agent

Teléfonos de México, S.A. de C.V.

\$280,000,000

First investment grade rated securitization of future long-distance payments

Bankers Trust

Unique insights stem from unique knowledge. Knowledge that often comes from long-term, committed relationships. This was the case with Bankers Trust and Teléfonos de México, S.A. de C.V. (Telmex), Mexico's premier telecommunications provider. This relationship allowed us to initiate and quickly execute a short-term financing solution for Telmex that was cost-effective and captured a market opportunity that others had not yet anticipated. Our

extensive structured finance expertise, our insight into the international capital markets, and an understanding of our clients' objectives enabled us to creatively structure a securitization that was initially sized at \$200 million. However, market appetite was strong enough that it allowed Telmex to increase the size of the financing to \$280 million. We welcome the opportunity to discuss how we can develop equally innovative solutions to your financial challenges.

**Bankers Trust**  
Architects of Value



## COMPANIES AND FINANCE: EUROPE

## Renault, Peugeot in gearbox link

By Andrew Jack in Paris

Renault and PSA Peugeot-Citroën, the rival French car manufacturers, yesterday unveiled a new automatic gearbox, in the latest technical link-up between the two groups.

The companies said they had each paid for half of the FF2.8bn (\$477m) investment required for the development of the gearbox, which should be available in several models of their cars from next year.

Mr Louis Schweitzer, chairman of Renault, said the new product was the latest in a series of collaborations between the two groups since 1966. These have included the creation of joint research laboratories

and the development of engines and gearbox technology.

Mr Jacques Calvet, chairman of PSA Peugeot-Citroën, stressed that co-operation in technical areas was possible between the two groups, but ruled out the often-mooted idea that the groups should merge.

He also said the groups may be willing to sell the gearbox to other car manufacturers.

The gearbox has been under development by a joint team of 350 employees since the middle of 1992. At full capacity, daily production will total 1,600, taking place at Société de Transmissions Automatiques, which is 80 per cent controlled by Renault, and at Peugeot's Valenciennes site.

Responding to questions on the poor health of the French car industry, Mr Calvet predicted further declines in new vehicle registrations during the year and said greater volumes of purchases to renew the existing stock of cars would help contribute both to road safety and environmental pollution.

He attacked the emphasis of French macro-economic policy on fighting inflation. He called for reform of the country's system of business rates, reductions in value added and corporation tax, and modifications to the regulations governing company cars.

Mr Schweitzer attempted to avoid questions on the closure of the Renault plant at Vilvorde in Belgium,

which has triggered a renewed political storm after the decision was confirmed over the weekend.

He stressed that the Renault board had taken the move in the interests of the company, and that it would now begin negotiating a redeployment plan for the 3,100 employees.

Mr Lionel Jospin, the French prime minister, told Socialist deputies in the National Assembly yesterday afternoon that there would be no redundancies as a result of the closure.

He emphasised that his government had met its campaign commitment by re-examining the case without promising to keep the plant open.

## Price rises bring end to Spain's phone war

By Tom Burns in Madrid

A fierce price war in Spain's cellular phone business ended yesterday as the two competing domestic operators agreed to raise the price of mobile handsets by 50 per cent.

The increase is the first for users since the cellular phone sector was deregulated in 1995 and a second operator, Airtel, began competing with Telefonía Móvil, the cellular unit of the dominant telecoms group.

The ensuing price war helped fuel one of the fastest growth rates in mobile telecom use in Europe.

Yesterday's agreement follows a deal last month over compensation due to Airtel under a European Commission ruling, for the payment it made to Telefonía for its cellular licence. Telefonía, which was awarded a free licence, will provide a reduced connection fee to Airtel and the government will increase the cellular frequencies for the second operator and extend the period of its licence.

Both companies denied price fixing yesterday and stressed that the price of bottom-of-the-range handsets, at Ptas15,000 (\$102), remained artificially low because of the reduced commission payable to distributors. By simultaneously reducing the commissions, paid for introducing new customers to the network, the operators will force the distributors to raise handset prices or accept a much lower trading margin.

The government is likely to be under pressure from consumers to investigate the price increase.

Rivalry between Airtel, which is backed by Airtouch of the US and by British Telecom, and Telefonía Móvil, drove down the price of bottom-range handsets from nearly Ptas50,000 to Ptas15,000 last year. For a three-month period, handsets were given away free by both companies.

The Spanish cellular phone market jumped from 2.1m users last October to 3.1m in February and it grew by 261 per cent during 1996. The price war, however, damaged the balance sheets of both companies.

Commissions paid by operators and service providers to dealers and distributors for signing up new customers is depressing operators' profits across Europe. Low cost handsets entice new subscribers but the cost has to be recovered in high call charges, which may result in excessive "churn" - when subscribers leave the network voluntarily.

Telefonía's mobile unit lost Ptas2.3bn in the final quarter of last year after posting net profits of Ptas18.3bn over the first nine months of 1996. In its first full year of business, Airtel reported losses of Ptas34bn. It expects to have them this year and to break into profits in 1999.

## GM unit in Polish acquisition

By Christopher Bobinski in Warsaw

Delphi Automotive Systems, a General Motors subsidiary which specialises in car components production, has bought a 60 per cent stake in Poland's Krosno shock absorber plant.

The acquisition expands Delphi's Polish operation, which will soon employ a total of 6,000.

Delphi, which bought the Krosno plant from the Magna Polska and other National Investment Funds, has promised to invest \$30m in developing the plant.

The stake is reported to have cost \$65m. Krosno reported sales of 145m zlotys (\$44m) and net profits of 10m zlotys last year.

Delphi currently has a small car-seat assembly operation in Warsaw, a wiring systems plant near Zyrardow in southern Poland, and a car radiators plant in Ostrow Wielkopolski in the west of the country.

Delphi is also building a steering systems plant in the Tychy corporate tax-free zone and is planning to build a seat plant at Gliwice, where GM is constructing a new vehicle plant.

## EUROPEAN NEWS DIGEST

## WAZ to purchase stake in CLT-Ufa

Bertelsmann, the German media company, and WAZ, a regional newspaper group, said yesterday they had reached an agreement for WAZ to take a 10 per cent stake in CLT-Ufa, the pan-European broadcasting group of which Bertelsmann holds 50 per cent.

The deal, which had been expected, means that CLT-Ufa will gain total control of RTL, a German commercial television network which accounts for 10 per cent of CLT-Ufa's group sales and in which WAZ has held an 11 per cent stake. As well as this stake, WAZ will pay Bertelsmann an undisclosed sum for its share of CLT-Ufa, which will be held indirectly through an intermediary company called BW TV und Film Verwaltung.

For Bertelsmann, the agreement is a further step to tidying up its broadcasting interests, following the merger earlier this year of its Ufa subsidiary with CLT of Luxembourg. Bertelsmann's next goal is to reach agreements with fellow shareholders in three smaller German networks.

Frederick Stüdemann, Berlin

## Machinery groups merge

Linotype-Hell, the German graphics machine group, and Heidelberg Druckmaschinen, the machinery group, yesterday finalised their merger with terms of a share exchange. As part of the link-up, which was announced last November, Linotype shareholders will receive two Heidelberg shares, at a nominal or par value of DM5, for every five Linotype shares held, at a par value of DM50. The exchange terms are based on an evaluation of Linotype at DM106m (\$60.3m) and Heidelberg at DM5.5bn.

Meanwhile, Linotype said yesterday it expected to return to profit in two years. In 1996, the company suffered a net loss of DM144m and an operating loss of DM282m before restructuring subsidies. Since November, when Heidelberg bought the majority of shares in Linotype, Heidelberg has transferred restructuring subsidies worth DM165m to Linotype.

AP-DJ, Frankfurt

## Write-downs hurt Fininvest

Italy's Fininvest Group, which is controlled by former prime minister Mr Silvio Berlusconi, yesterday reported a fall in net profits from L425bn in 1996 to L398bn (\$234m) in 1996. However, the company said the drop was partly attributable to lower extraordinary gains in 1996 of L1,398bn, compared with L753bn in 1995.

The conglomerate, which has extensive media and retail interests, was also hit last year by write-downs of L213bn compared with nothing in 1995. The higher amortisation costs in 1996 were to some extent offset by lower taxes, it said.

AP-DJ, Milan

## Finnish exchanges to merge

The Helsinki Stock Exchange and Finnish derivatives exchange plan to merge to simplify their structure. The exchanges said yesterday the new merged operation would be called HEX. However, they denied the move was aimed at an eventual Nordic link-up. If all owners convert their shares, banking group Merita will be the largest owner of the merged exchange, with a 29.8 per cent stake, and Sweden's OM group will be the second largest with 15.7 per cent.

Reuters, Helsinki

## Trustees run Eisenberg estate

An Israeli court has placed temporary ownership of the assets held by Mr Shaul Eisenberg, the former chairman of Israel Corporation, with two trustees. Mr Eisenberg died in April. The decision follows a bitter disagreement among the heirs over Mr Eisenberg's will, in which most of the assets were apparently bequeathed to his son Erwin but which the family has contested in the courts.

The trustees have six months to account for all the assets. In the meantime, managers at Israel Corporation and its subsidiaries - which include Israel Chemicals and Dead Sea Works - will be permitted to carry out only "the ordinary course of business," said Mr Pinchas Rubin, one of the trustees. They would not be able to take "more severe actions" which would include "investment decisions or changing the current shareholding structures." Mr Rubin said he was not sure if the trustees could allocate within the six months all the assets and shares held by Mr Eisenberg, who had an industrial empire stretching from the US to China.

The decision to place the estate in the hands of trustees coincides with disagreement among the management within Israel Corporation, now headed by Mr Erwin Eisenberg, over its future direction.

Judy Dempsey, Jerusalem

## SAB merges Hungarian units

South African Breweries has merged its Hungarian operations, Kobanya and Kanizsa breweries, into a single company called Dreher Sörgyárak. The move, announced yesterday by Budapest by Mr Alan Richards, Dreher chairman, will be accompanied by a capital raise of \$65m.

The new company will have share capital of Ft13bn (\$70m) and be 97 per cent held by SAB. The cash injection will be used to pay off \$29m in debts, with \$15m allocated to a sales and marketing drive and \$5m to a new IT system within the company. SAB paid \$8m for Kanizsa, and \$50m for an 80 per cent stake in Kobanya, Hungary's biggest brewery, in 1993. Since then investment in technology has totalled \$40m. Dreher now brews Hofbräu Lager and Tuborg under licence. The new company has 38 per cent of the market, and expects to sell 2.7m hectolitres this year, yielding a profit of \$7m on turnover of \$110m.

Kester Eddy, Budapest

## HSBC in Manoir buy-out

Manoir Industries, the French steel forging and foundry business, is being taken private via a management buy-out backed by HSBC Private Equity and Acland, a French associate of the HSBC banking group. The deal is valued at \$51.5m (\$102.4m), which includes working capital and refinancing of existing debt.

Strafor Fomac of France - advised by Société Générale - is reducing its 86 per cent shareholding in Manoir to 10 per cent as it refocuses on its core businesses of office furniture and hand tools. Trust Metal, the quoted Belgian holding company, which owned 10 per cent, is raising its stake to 18 per cent.

The managers, headed by chairman Roger Hubert, will own 15 per cent of the business, while HSBC will hold a direct stake of 33 per cent. Acland, which introduced the deal, will hold a further 14 per cent through its private equity fund. Last year, Manoir reported after-tax profits of FF47m (\$8.01m) on turnover of FF1.85bn.

Katharine Campbell, Growing Business Correspondent

## FTSE share index for Athens

The Athens Stock Exchange is to introduce a new equity market index, the FTSE/ASE 20, on September 24. The index, which will run parallel to the existing ASE general index, will cover the 20 largest and most liquid Greek stocks and has been designed to support derivatives trading. Legislation has yet to be enacted to allow derivatives activity, but trading could begin next year.

The index results from a partnership between the Athens exchange and FTSE International, which is jointly owned by the Financial Times and the London Stock Exchange. It runs the UK's benchmark equity indices and various Europe-wide indices and co-owns the FT/S&P Actuaries World indices. The Athens exchange will calculate and operate the new index. FTSE International will sit on the index's independent advisory committee, mirror its calculation and act as auditor.

## Playing liar's poker with Eurotunnel

A group of the company's shareholders meets today to decide whether to back the planned \$14bn restructuring

Mr Christian Cambier looks more than a little nervous. The pressure is mounting on the man who represents one of the largest outstanding groups of shareholders threatening to block Eurotunnel's \$14bn (\$14bn) restructuring plan.

Five years after he created the Association of Eurotunnel Shareholders, he has probably never had such a critical role in determining the future of the company. Some 15 of the association's members meet today to decide whether they will support the plan at the company's extraordinary general meeting on July 10.

"We are playing liar's poker," Mr Cambier says in his Paris office. "I have to be calm. I don't have the right to make mistakes. We have a single shot at success."

His timing appears to have been perfect, arranging his meeting the day after the UK and French governments met his association's key condition for voting in favour: an outline in principle to extend the Euro-



Christian Cambier: represents the anxieties of Eurotunnel's individual shareholders

He left Compagnie Financière Edmond de Rothschild - with which he retains close contacts - to form Prigest, his own investment company, in 1982. He claims FF1.2bn (\$204m) in funds under management from 200 clients.

He created his association in 1992 because "every time I went to an analysts' meeting, the chairman announced bad news". He says: "There are 700,000 isolated shareholders out there. They are frustrated and lost. It was imperative to create a lobby."

He twice hired trains to take his members through the Channel tunnel, and last year marched them to the British embassy to demand

an extension of the concession. In 1994, as the share price plummeted, he lobbied Mr Edouard Balladur, the then French prime minister, to nationalise the tunnel with the slogan "Give us our money and we'll give you back the baby".

Mr Cambier criticised the composition of Eurotunnel's board and helped launch judicial inquiries into alleged price-fixing. He has spoken out over the pain to investors caused by the restructuring, and over the non-executive directors who until recently held just "one share each in the company."

Careful not to take a decision on his own, he has asked his executive committee, as well as other associa-

tion members selected at random, to sign their names alongside their votes in today's meeting.

But he has already indicated that he himself will vote in favour - and threatened to take the 5m shares he holds for family, friends and clients with him, whatever the decision of the association. One member of his committee has already resigned in protest.

"I'm not Zorro and I'm not a kamikaze," he says. "We will make our support conditional on an extension of the concession." But I am convinced that we would lose everything if Eurotunnel went bankrupt."

Andrew Jack

## Go-ahead for Ambroveneto bank buy

By Paul Betts

The board of Banco Ambrosiano Veneto (Ambroveneto), the private Italian bank, yesterday gave the go-ahead for the \$1.85bn (\$1.85bn) acquisition of Cariplo, Italy's largest savings bank. The purchase will create one of the country's biggest private banking groups.

The deal will also lead to the privatisation of Cariplo, which is owned by a charitable foundation. It will be financed largely by a capital increase by

Ambroveneto of between \$1.2bn and \$1.8bn.

Ambroveneto and the Cariplo charitable foundation are expected to finalise details of the purchase by the end of this month. Privatisation should be completed by the end of this year.

The first stage will see Ambroveneto hive off its banking activities into a new company, leaving only a holding company. This will own 100 per cent of Ambroveneto's banking operations and those of Cariplo, although initially these will be kept separate.

The Cariplo foundation, led by Mr Giuseppe Guzzetti, its new chairman, will remain a core shareholder of the Ambroveneto holding group, with an initial stake of 29 per cent.

Crédit Agricole, the French bank which owns 29 per cent of Ambroveneto, will see its stake drop by 34 per cent to 25-26 per cent. However, this is expected to rise again to about 29 per cent, making it the largest single shareholder in the new enlarged group.

Alleanza, the Italian life insurer, will own 16 per cent

and become the insurance partner for the Ambroveneto and Cariplo banking activities. A further 4 per cent will be held by a group of investors from the Veneto and Lombardy regions.

These will constitute the core shareholders of the new banking group. They will control 70 per cent of the Ambroveneto holding, with the remaining 30 per cent floated on the market.

Ambroveneto, which is already listed, said the capital increase to finance the deal would involve new ordinary and savings shares,

as well as warrants and convertible bonds.

Half of the total capital increase of between \$1.2bn and \$1.8bn will be raised in the next few months, with the remainder over the next five years.

The Cariplo foundation has already agreed to acquire the 12.7 per cent stake held in Kobanya by the Cariverona savings bank for about \$500m.

The Verona savings bank was one of Ambroveneto's core shareholders, but decided not to take part in the operation.

All of these securities having been sold, this announcement appears as a matter of record only.

July 1997

1,500,000 Shares



Common Stock

BlueStone Capital Partners, L.P.

Coleman and Company Securities, Inc.

Oscar Gruss &amp; Son Incorporated

Cowen &amp; Company

Gerard Klauer Mattison &amp; Co., Inc.

Mesirow Financial, Inc.

Roney &amp; Co.

ISC Capital Markets, LLC

Ormes Capital Markets, Inc.

Needham &amp; Company, Inc.

Stephens Inc.

Laidlaw Equities, Inc.

Prime Charter Ltd.

Everett Securities, Inc.

Janney Montgomery Scott Inc.

Rodman &amp; Renshaw, Inc.

Unterberg Harris

H.J. Meyers &amp; Co., Inc.

Trautman Kramer &amp; Company, Inc.

## THE JAPANESE WARRANT FUND

Securities Investment & Capital Fund  
("in liquidation")  
Lombard Bank & Finance Center, 6, rue de la Truie,  
L-2633 Luxembourg, Grand Duché de Luxembourg  
R.C. Luxembourg B 71629

Notice is hereby given that an

## Extraordinary General Meeting

of shareholders of The Japanese Warrant Fund ("the Company") will be held at the registered office of the Company, 6, rue de la Truie, L-2633 Luxembourg, on 11 July 1997 at 3.00 p.m. (Luxembourg time), or at any adjournment thereof, to decide on the close of liquidation with the following agenda:

1. To hear the report of the auditor of the liquidation;
2. To approve the report of the liquidator and of the auditor of the liquidation;
3. To grant discharge to the liquidator and to the auditor of the liquidation;
4. To grant discharge to the directors in office until the date of the liquidation;
5. To decide to dissolve the liquidation of the Company;
6. To decide to keep the records and books of the Company for a term of five years at the offices of Fleming Fund Management (Luxembourg) S.A.;
7. To decide that proceeds which may not be distributed to the persons entitled thereto be transferred to the Caisse des Liquidations for the benefit of the persons entitled thereto.

No quorum is required for this meeting and resolutions will be taken at the majority of the shareholders present or represented.

Holders of bearer shares who wish to attend this meeting are requested to deposit their share certificates five days prior to the meeting with Fleming Fund Management (Luxembourg) S.A., 6, rue de la Truie, L-2633 Luxembourg, or to the fax number 3792 3410 2107.

Shareholders who cannot personally attend the meeting are requested to use the prescribed form of proxy, available at the registered office of the Company. Proxies should be returned at the latest on the day preceding the meeting to the Company, c/o Fleming Fund Management (Luxembourg) S.A., L-2633 Luxembourg or to the fax number 3792 3410 2107.

A. H. Doggart  
for Fleming Fund Management (Luxembourg) S.A.,  
Liquidator of The Japanese Warrant Fund

FLEMINGS

سكرا من الامل







# US Treasury gains pull Europe higher

## GOVERNMENT BONDS

By John Labate in New York and Samer Iskandar in London

US Treasury investors bid up prices yesterday following releases of economic data, as the Federal Reserve Open Market Committee began its two-day meeting to determine interest rate policy.

By early afternoon, the benchmark 30-year bond was up 1/8 at 98 1/2, sending the yield down to 6.734 per cent. The two-year note's price rose 1/8 to 96 1/2, its yield falling slightly to 6.017 per cent. The ten-year note rose 1/8 at 101 1/4, yielding 6.438 per cent.

Among the welcome news to traders was a weaker-than-expected rise in a nationwide manufacturing survey. The National Association of Purchasing Management index rose to 56.7 in June, below recent regional manufacturing reports for the month. "The bond mar-

## Gilts buoyant on prospect of fiscal tightening

UK gilts showed a healthy performance yesterday as traders anticipated fiscal tightening in today's Budget would reduce pressures on the Bank of England to raise interest rates, writes Samer Iskandar.

The September long gilt future ended the session 1/8 higher at 114 1/4, before rising further in after-hours trading.

To the cash market the 10-year benchmark gilt rose 1/8 to 101 1/4, its yield spread over German bunds tightening by 3 basis points to 147 points.

Most European markets were pulled up in the afternoon by rising US treasuries. FRENCH OATs outperformed German bunds. The September notional future settled at 129.42, up 0.20, before rising further in after-hours trading on Globex to 129.60.

In the cash market the 10-year benchmark OAT gained 0.38 at 99.67. The 10-year yield spread of bunds over OATs widened by 1 basis point to 13 points. Traders said that although the market's rise was mainly US-driven, a strong stock market also instilled some bullish sentiment.

GERMAN BONDS also ended the session higher. In London, the September bund future rose 0.39 to settle at 101.88. Trading was unaffected by the sale of the first tranche of new 30-year bonds. Analysts said the widely-expected new supply had already been priced into the market.

The fact the purchasing managers' index had fallen to 56.83 in June, from 57.77 in May, was also widely ignored, as was a slight rise in the price component of the index. "At this juncture,

the recovery is not strong enough to allow any significant rise in prices," said Mr David Brown, chief European economist at Bear Stearns in London.

SPANISH BONOS barely managed to reverse their losses late in the day, as the market rose in line with other European bonds.

In Barcelona, the September bono future settled at 116.62, up 0.04, after reaching a low of 116.22 earlier in the day. In the cash market the 10-year benchmark bono closed 0.09 lower at 106.82, its yield spread over bunds widening by 8 basis points to 71 points. Traders said new supply had weighed on the market.

ITALIAN BTPs followed other European markets. In London the September BTP future rose 0.40 to close at 134.40, while in the cash market the 10-year benchmark BTP closed 0.38 up at 100.33, its yield spread over bunds unchanged at 115 basis points.

## New international bond issues

Issuer	Amount (\$m)	Coupon %	Price	Maturity	Yield %	Spread bp	Book-runner
US DOLLARS							
Securitas Capital Corp	200	6 1/2	99.57R	Jul 2002	6.49R		Merill Lynch Inc
Grain Processing Corp	100	6 1/2	99.57R	Jul 2002	6.49R		CSFB
Grain Processing Corp	100	6 1/2	100.00	Jul 2002	6.49R		Deutsche Bank
EURO							
Compagnie Bancaire	500	6 1/2	99.57R	Jul 2002	6.49R		Deutsche Bank
Grain Processing Corp	100	6 1/2	99.57R	Jul 2002	6.49R		CSFB
Grain Processing Corp	100	6 1/2	99.57R	Jul 2002	6.49R		Deutsche Bank
YEN							
Kreditbank Int Finance	200	6 1/2	99.57R	Jul 2002	6.49R		Kreditbank Int Finance
POUNDS							
Grain Processing Corp	100	6 1/2	99.57R	Jul 2002	6.49R		Grain Processing Corp
DOLLARS							
Grain Processing Corp	100	6 1/2	99.57R	Jul 2002	6.49R		Grain Processing Corp

Find terms, non-callable unless stated. Yield spread (over relevant government bond) at launch supplied by lead manager.   
 a) Callable from Jul 02 at par. b) 3-month LIBOR +0.25% to Jul 02, then +0.50%. c) Callable at 101.00% on 1/7/02 at 98.50%. d) Callable from Jul 02 at par. e) 3-month LIBOR +0.25% to Jul 02, then +0.50%. f) Callable at 101.00% on 1/7/02 at 98.50%. g) Callable from Jul 02 at par. h) 3-month LIBOR +0.25% to Jul 02, then +0.50%. i) Callable at 101.00% on 1/7/02 at 98.50%. j) Callable from Jul 02 at par. k) 3-month LIBOR +0.25% to Jul 02, then +0.50%. l) Callable at 101.00% on 1/7/02 at 98.50%. m) Callable from Jul 02 at par. n) 3-month LIBOR +0.25% to Jul 02, then +0.50%. o) Callable at 101.00% on 1/7/02 at 98.50%. p) Callable from Jul 02 at par. q) 3-month LIBOR +0.25% to Jul 02, then +0.50%. r) Callable at 101.00% on 1/7/02 at 98.50%. s) Callable from Jul 02 at par. t) 3-month LIBOR +0.25% to Jul 02, then +0.50%. u) Callable at 101.00% on 1/7/02 at 98.50%. v) Callable from Jul 02 at par. w) 3-month LIBOR +0.25% to Jul 02, then +0.50%. x) Callable at 101.00% on 1/7/02 at 98.50%. y) Callable from Jul 02 at par. z) 3-month LIBOR +0.25% to Jul 02, then +0.50%. aa) Callable at 101.00% on 1/7/02 at 98.50%. ab) Callable from Jul 02 at par. ac) 3-month LIBOR +0.25% to Jul 02, then +0.50%. ad) Callable at 101.00% on 1/7/02 at 98.50%. ae) Callable from Jul 02 at par. af) 3-month LIBOR +0.25% to Jul 02, then +0.50%. ag) Callable at 101.00% on 1/7/02 at 98.50%. ah) Callable from Jul 02 at par. ai) 3-month LIBOR +0.25% to Jul 02, then +0.50%. aj) Callable at 101.00% on 1/7/02 at 98.50%. ak) Callable from Jul 02 at par. al) 3-month LIBOR +0.25% to Jul 02, then +0.50%. am) Callable at 101.00% on 1/7/02 at 98.50%. an) Callable from Jul 02 at par. ao) 3-month LIBOR +0.25% to Jul 02, then +0.50%. ap) Callable at 101.00% on 1/7/02 at 98.50%. aq) Callable from Jul 02 at par. ar) 3-month LIBOR +0.25% to Jul 02, then +0.50%. as) Callable at 101.00% on 1/7/02 at 98.50%. at) Callable from Jul 02 at par. au) 3-month LIBOR +0.25% to Jul 02, then +0.50%. av) Callable at 101.00% on 1/7/02 at 98.50%. aw) Callable from Jul 02 at par. ax) 3-month LIBOR +0.25% to Jul 02, then +0.50%. ay) Callable at 101.00% on 1/7/02 at 98.50%. az) Callable from Jul 02 at par. ba) 3-month LIBOR +0.25% to Jul 02, then +0.50%. bb) Callable at 101.00% on 1/7/02 at 98.50%. bc) Callable from Jul 02 at par. bd) 3-month LIBOR +0.25% to Jul 02, then +0.50%. be) Callable at 101.00% on 1/7/02 at 98.50%. bf) Callable from Jul 02 at par. bg) 3-month LIBOR +0.25% to Jul 02, then +0.50%. bh) Callable at 101.00% on 1/7/02 at 98.50%. bi) Callable from Jul 02 at par. bj) 3-month LIBOR +0.25% to Jul 02, then +0.50%. bk) Callable at 101.00% on 1/7/02 at 98.50%. bl) Callable from Jul 02 at par. bm) 3-month LIBOR +0.25% to Jul 02, then +0.50%. bn) Callable at 101.00% on 1/7/02 at 98.50%. bo) Callable from Jul 02 at par. bp) 3-month LIBOR +0.25% to Jul 02, then +0.50%. bq) Callable at 101.00% on 1/7/02 at 98.50%. br) Callable from Jul 02 at par. bs) 3-month LIBOR +0.25% to Jul 02, then +0.50%. bt) Callable at 101.00% on 1/7/02 at 98.50%. bu) Callable from Jul 02 at par. bv) 3-month LIBOR +0.25% to Jul 02, then +0.50%. bw) Callable at 101.00% on 1/7/02 at 98.50%. bx) Callable from Jul 02 at par. by) 3-month LIBOR +0.25% to Jul 02, then +0.50%. bz) Callable at 101.00% on 1/7/02 at 98.50%. ca) Callable from Jul 02 at par. cb) 3-month LIBOR +0.25% to Jul 02, then +0.50%. cc) Callable at 101.00% on 1/7/02 at 98.50%. cd) Callable from Jul 02 at par. ce) 3-month LIBOR +0.25% to Jul 02, then +0.50%. cf) Callable at 101.00% on 1/7/02 at 98.50%. cg) Callable from Jul 02 at par. ch) 3-month LIBOR +0.25% to Jul 02, then +0.50%. ci) Callable at 101.00% on 1/7/02 at 98.50%. cj) Callable from Jul 02 at par. ck) 3-month LIBOR +0.25% to Jul 02, then +0.50%. cl) Callable at 101.00% on 1/7/02 at 98.50%. cm) Callable from Jul 02 at par. cn) 3-month LIBOR +0.25% to Jul 02, then +0.50%. co) Callable at 101.00% on 1/7/02 at 98.50%. cp) Callable from Jul 02 at par. cq) 3-month LIBOR +0.25% to Jul 02, then +0.50%. cr) Callable at 101.00% on 1/7/02 at 98.50%. cs) Callable from Jul 02 at par. ct) 3-month LIBOR +0.25% to Jul 02, then +0.50%. cu) Callable at 101.00% on 1/7/02 at 98.50%. cv) Callable from Jul 02 at par. cw) 3-month LIBOR +0.25% to Jul 02, then +0.50%. cx) Callable at 101.00% on 1/7/02 at 98.50%. cy) Callable from Jul 02 at par. cz) 3-month LIBOR +0.25% to Jul 02, then +0.50%. da) Callable at 101.00% on 1/7/02 at 98.50%. db) Callable from Jul 02 at par. dc) 3-month LIBOR +0.25% to Jul 02, then +0.50%. dd) Callable at 101.00% on 1/7/02 at 98.50%. de) Callable from Jul 02 at par. df) 3-month LIBOR +0.25% to Jul 02, then +0.50%. dg) Callable at 101.00% on 1/7/02 at 98.50%. dh) Callable from Jul 02 at par. di) 3-month LIBOR +0.25% to Jul 02, then +0.50%. dj) Callable at 101.00% on 1/7/02 at 98.50%. dk) Callable from Jul 02 at par. dl) 3-month LIBOR +0.25% to Jul 02, then +0.50%. dm) Callable at 101.00% on 1/7/02 at 98.50%. dn) Callable from Jul 02 at par. do) 3-month LIBOR +0.25% to Jul 02, then +0.50%. dp) Callable at 101.00% on 1/7/02 at 98.50%. dq) Callable from Jul 02 at par. dr) 3-month LIBOR +0.25% to Jul 02, then +0.50%. ds) Callable at 101.00% on 1/7/02 at 98.50%. dt) Callable from Jul 02 at par. du) 3-month LIBOR +0.25% to Jul 02, then +0.50%. dv) Callable at 101.00% on 1/7/02 at 98.50%. dw) Callable from Jul 02 at par. dx) 3-month LIBOR +0.25% to Jul 02, then +0.50%. dy) Callable at 101.00% on 1/7/02 at 98.50%. dz) Callable from Jul 02 at par. ea) 3-month LIBOR +0.25% to Jul 02, then +0.50%. eb) Callable at 101.00% on 1/7/02 at 98.50%. ec) Callable from Jul 02 at par. ed) 3-month LIBOR +0.25% to Jul 02, then +0.50%. ee) Callable at 101.00% on 1/7/02 at 98.50%. ef) Callable from Jul 02 at par. eg) 3-month LIBOR +0.25% to Jul 02, then +0.50%. eh) Callable at 101.00% on 1/7/02 at 98.50%. ei) Callable from Jul 02 at par. ej) 3-month LIBOR +0.25% to Jul 02, then +0.50%. ek) Callable at 101.00% on 1/7/02 at 98.50%. el) Callable from Jul 02 at par. em) 3-month LIBOR +0.25% to Jul 02, then +0.50%. en) Callable at 101.00% on 1/7/02 at 98.50%. eo) Callable from Jul 02 at par. ep) 3-month LIBOR +0.25% to Jul 02, then +0.50%. eq) Callable at 101.00% on 1/7/02 at 98.50%. er) Callable from Jul 02 at par. es) 3-month LIBOR +0.25% to Jul 02, then +0.50%. et) Callable at 101.00% on 1/7/02 at 98.50%. eu) Callable from Jul 02 at par. ev) 3-month LIBOR +0.25% to Jul 02, then +0.50%. ew) Callable at 101.00% on 1/7/02 at 98.50%. ex) Callable from Jul 02 at par. ey) 3-month LIBOR +0.25% to Jul 02, then +0.50%. ez) Callable at 101.00% on 1/7/02 at 98.50%. fa) Callable from Jul 02 at par. fb) 3-month LIBOR +0.25% to Jul 02, then +0.50%. fc) Callable at 101.00% on 1/7/02 at 98.50%. fd) Callable from Jul 02 at par. fe) 3-month LIBOR +0.25% to Jul 02, then +0.50%. ff) Callable at 101.00% on 1/7/02 at 98.50%. fg) Callable from Jul 02 at par. fh) 3-month LIBOR +0.25% to Jul 02, then +0.50%. fi) Callable at 101.00% on 1/7/02 at 98.50%. fj) Callable from Jul 02 at par. fk) 3-month LIBOR +0.25% to Jul 02, then +0.50%. fl) Callable at 101.00% on 1/7/02 at 98.50%. fm) Callable from Jul 02 at par. fn) 3-month LIBOR +0.25% to Jul 02, then +0.50%. fo) Callable at 101.00% on 1/7/02 at 98.50%. fp) Callable from Jul 02 at par. fq) 3-month LIBOR +0.25% to Jul 02, then +0.50%. fr) Callable at 101.00% on 1/7/02 at 98.50%. fs) Callable from Jul 02 at par. ft) 3-month LIBOR +0.25% to Jul 02, then +0.50%. fu) Callable at 101.00% on 1/7/02 at 98.50%. fv) Callable from Jul 02 at par. fw) 3-month LIBOR +0.25% to Jul 02, then +0.50%. fx) Callable at 101.00% on 1/7/02 at 98.50%. fy) Callable from Jul 02 at par. fz) 3-month LIBOR +0.25% to Jul 02, then +0.50%. ga) Callable at 101.00% on 1/7/02 at 98.50%. gb) Callable from Jul 02 at par. gc) 3-month LIBOR +0.25% to Jul 02, then +0.50%. gd) Callable at 101.00% on 1/7/02 at 98.50%. ge) Callable from Jul 02 at par. gf) 3-month LIBOR +0.25% to Jul 02, then +0.50%. gh) Callable at 101.00% on 1/7/02 at 98.50%. gi) Callable from Jul 02 at par. gj) 3-month LIBOR +0.25% to Jul 02, then +0.50%. gk) Callable at 101.00% on 1/7/02 at 98.50%. gl) Callable from Jul 02 at par. gm) 3-month LIBOR +0.25% to Jul 02, then +0.50%. gn) Callable at 101.00% on 1/7/02 at 98.50%. go) Callable from Jul 02 at par. gp) 3-month LIBOR +0.25% to Jul 02, then +0.50%. gq) Callable at 101.00% on 1/7/02 at 98.50%. gr) Callable from Jul 02 at par. gs) 3-month LIBOR +0.25% to Jul 02, then +0.50%. gt) Callable at 101.00% on 1/7/02 at 98.50%. gu) Callable from Jul 02 at par. gv) 3-month LIBOR +0.25% to Jul 02, then +0.50%. gw) Callable at 101.00% on 1/7/02 at 98.50%. gx) Callable from Jul 02 at par. gy) 3-month LIBOR +0.25% to Jul 02, then +0.50%. gz) Callable at 101.00% on 1/7/02 at 98.50%. ha) Callable from Jul 02 at par. hb) 3-month LIBOR +0.25% to Jul 02, then +0.50%. hc) Callable at 101.00% on 1/7/02 at 98.50%. hd) Callable from Jul 02 at par. he) 3-month LIBOR +0.25% to Jul 02, then +0.50%. hf) Callable at 101.00% on 1/7/02 at 98.50%. hg) Callable from Jul 02 at par. hh) 3-month LIBOR +0.25% to Jul 02, then +0.50%. hi) Callable at 101.00% on 1/7/02 at 98.50%. hj) Callable from Jul 02 at par. hk) 3-month LIBOR +0.25% to Jul 02, then +0.50%. hl) Callable at 101.00% on 1/7/02 at 98.50%. hm) Callable from Jul 02 at par. hn) 3-month LIBOR +0.25% to Jul 02, then +0.50%. ho) Callable at 101.00% on 1/7/02 at 98.50%. hp) Callable from Jul 02 at par. hq) 3-month LIBOR +0.25% to Jul 02, then +0.50%. hr) Callable at 101.00% on 1/7/02 at 98.50%. hs) Callable from Jul 02 at par. ht) 3-month LIBOR +0.25% to Jul 02, then +0.50%. hu) Callable at 101.00% on 1/7/02 at 98.50%. hv) Callable from Jul 02 at par. hw) 3-month LIBOR +0.25% to Jul 02, then +0.50%. hx) Callable at 101.00% on 1/7/02 at 98.50%. hy) Callable from Jul 02 at par. hz) 3-month LIBOR +0.25% to Jul 02, then +0.50%. ia) Callable at 101.00% on 1/7/02 at 98.50%. ib) Callable from Jul 02 at par. ic) 3-month LIBOR +0.25% to Jul 02, then +0.50%. id) Callable at 101.00% on 1/7/02 at 98.50%. ie) Callable from Jul 02 at par. if) 3-month LIBOR +0.25% to Jul 02, then +0.50%. ig) Callable at 101.00% on 1/7/02 at 98.50%. ih) Callable from Jul 02 at par. ii) 3-month LIBOR +0.25% to Jul 02, then +0.50%. ij) Callable at 101.00% on 1/7/02 at 98.50%. ik) Callable from Jul 02 at par. il) 3-month LIBOR +0.25% to Jul 02, then +0.50%. im) Callable at 101.00% on 1/7/02 at 98.50%. in) Callable from Jul 02 at par. io) 3-month LIBOR +0.25% to Jul 02, then +0.50%. ip) Callable at 101.00% on 1/7/02 at 98.50%. iq) Callable from Jul 02 at par. ir) 3-month LIBOR +0.25% to Jul 02, then +0.50%. is) Callable at 101.00% on 1/7/02 at 98.50%. it) Callable from Jul 02 at par. iv) 3-month LIBOR +0.25% to Jul 02, then +0.50%. iu) Callable at 101.00% on 1/7/02 at 98.50%. iv) Callable from Jul 02 at par. iw) 3-month LIBOR +0.25% to Jul 02, then +0.50%. ix) Callable at 101.00% on 1/7/02 at 98.50%. iy) Callable from Jul 02 at par. iz) 3-month LIBOR +0.25% to Jul 02, then +0.50%. ja) Callable at 101.00% on 1/7/02 at 98.50%. jb) Callable from Jul 02 at par. jc) 3-month LIBOR +0.25% to Jul 02, then +0.50%. jd) Callable at 101.00% on 1/7/02 at 98.50%. je) Callable from Jul 02 at par. jf) 3-month LIBOR +0.25% to Jul 02, then +0.50%. jg) Callable at 101.00% on 1/7/02 at 98.50%. jh) Callable from Jul 02 at par. ji) 3-month LIBOR +0.25% to Jul 02, then +0.50%. jj) Callable at 101.00% on 1/7/02 at 98.50%. jk) Callable from Jul 02 at par. jl) 3-month LIBOR +0.25% to Jul 02, then +0.50%. jm) Callable at 101.00% on 1/7/02 at 98.50%. jn) Callable from Jul 02 at par. jo) 3-month LIBOR +0.25% to Jul 02, then +0.50%. jp) Callable at 101.00% on 1/7/02 at 98.50%. jq) Callable from Jul 02 at par. jr) 3-month LIBOR +0.25% to Jul 02, then +0.50%. js) Callable at 101.00% on 1/7/02 at 98.50%. jt) Callable from Jul 02 at par. ju) 3-month LIBOR +0.25% to Jul 02, then +0.50%. kv) Callable at 101.00% on 1/7/02 at 98.50%. kw) Callable from Jul 02 at par. kx) 3-month LIBOR +0.25% to Jul 02, then +0.50%. ky) Callable at 101.00% on 1/7/02 at 98.50%. kz) Callable from Jul 02 at par. la) Callable at 101.00% on 1/7/02 at 98.50%. lb) Callable from Jul 02 at par. lc) 3-month LIBOR +0.25% to Jul 02, then +0.50%. ld) Callable at 101.00% on 1/7/02 at 98.50%. le) Callable from Jul 02 at par. lf) 3-month LIBOR +0.25% to Jul 02, then +0.50%. lg) Callable at 101.00% on 1/7/02 at 98.50%. lh) Callable from Jul 02 at par. li) 3-month LIBOR +0.25% to Jul 02, then +0.50%. lj) Callable at 101.00% on 1/7/02 at 98.50%. lk) Callable from Jul 02 at par. ll) 3-month LIBOR +0.25% to Jul 02, then +0.50%. lm) Callable at 101.00% on 1/7/02 at 98.50%. ln) Callable from Jul 02 at par. lo) 3-month LIBOR +0.25% to Jul 02, then +0.50%. lp) Callable at 101.00% on 1/7/02 at 98.50%. lq) Callable from Jul 02 at par. lr) 3-month LIBOR +0.25% to Jul 02, then +0.50%. ls) Callable at 101.00% on 1/7/02 at 98.50%. lt) Callable from Jul 02 at par. lv) 3-month LIBOR +0.25% to Jul 02, then +0.50%. lu) Callable at 101.00% on 1/7/02 at 98.50%. lv) Callable from Jul 02 at par. lw) 3-month LIBOR +0.25% to Jul 02, then +0.50%. lx) Callable at 101.00% on 1/7/02 at 98.50%. ly) Callable from Jul 02 at par. lz) 3-month LIBOR +0.25% to Jul 02, then +0.50%. ma) Callable at 101.00% on 1/7/02 at 98.50%. mb) Callable from Jul 02 at par. mc) 3-month LIBOR +0.25% to Jul 02, then +0.50%. md) Callable at 101.00% on 1/7/02 at 98.50%. me) Callable from Jul 02 at par. mf) 3-month LIBOR +0.25% to Jul 02, then +0.50%. mg) Callable at 101.00% on 1/7/02 at 98.50%. mh) Callable from Jul 02 at par. mi) 3-month LIBOR +0.25% to Jul 02, then +0.50%. mj) Callable at 101.00% on 1/7/02 at 98.50%. mk) Callable from Jul 02 at par. ml) 3-month LIBOR +0.25% to Jul 02, then +0.50%. mn) Callable at 101.00% on 1/7/02 at 98.50%. mo) Callable from Jul 02 at par. mp) 3-month LIBOR +0.25% to Jul 02, then +0.50%. mq) Callable at 101.00% on 1/7/02 at 98.50%. mr) Callable from Jul 02 at par. ms) 3-month LIBOR +0.25% to Jul 02, then +0.50%. mt) Callable at 101.00% on 1/7/02 at 98.50%. mu) Callable from Jul 02 at par. mv) 3-month LIBOR +0.25% to Jul 02, then +0.50%. mw) Callable at 101.00% on 1/7/02 at 98.50%. mx) Callable from Jul 02 at par. my) 3-month LIBOR +0.25% to Jul 02, then +0.50%. mz) Callable at 101.00% on 1/7/02 at 98.50%. na) Callable from Jul 02 at par. nb) 3-month LIBOR +0.25% to Jul 02, then +0.50%. nc) Callable at 101.00% on 1/7/02 at 98.50%. nd) Callable from Jul 02 at par. ne) 3-month LIBOR +0.25% to Jul 02, then +0.50%. nf) Callable at 101.00% on 1/7/02 at 98.50%. ng) Callable from Jul 02 at par. nh) 3-month LIBOR +0.25% to Jul 02, then +0.50%. ni) Callable at 101.00% on 1/7/02 at 98.50%. nj) Callable from Jul 02 at par. nk) 3-month LIBOR +0.25% to Jul 02, then +0.50%. nl) Callable at 101.00% on 1/7/02 at 98.50%. nm) Callable from Jul 02 at par. no) 3-month LIBOR +0.25% to Jul 02, then +0.50%. np) Callable at 101.00% on 1/7/02 at 98.50%. nq) Callable from Jul 02 at par. nr) 3-month LIBOR +0.25% to Jul 02, then +0.50%. ns) Callable at 101.00% on 1/7/02 at 98.50%. nt) Callable from Jul 02 at par. nv) 3-month LIBOR +0.25% to Jul 02, then +0.50%. nu) Callable at 101.00% on 1/7/02 at 98.50%. nv) Callable from Jul 02 at par. nw) 3-month LIBOR +0.25% to Jul 02, then +0.50%. nx) Callable at 101.00% on 1/7/02 at 98.50%. ny) Callable from Jul 02 at par. nz) 3-month LIBOR +0.25% to Jul 02, then +0.50%. oa) Callable at 101.00% on 1/7/02 at 98.50%. ob) Callable from Jul 02 at par. oc) 3-month LIBOR +0.25% to Jul 02, then +0.50%. od) Callable at 101.00% on 1/7/02 at 98.50%. oe) Callable from Jul 02 at par. of) 3-month LIBOR +0.25% to Jul 02, then +0.50%. of) Callable at 101.00% on 1/7/02 at 98.50%. oh) Callable from Jul 02 at par. oi) 3-month LIBOR +0.25% to Jul 02, then +0.50%. oj) Callable at 101.00% on 1/7/02 at 98.50%. ok) Callable from Jul 02 at par. ol) 3-month LIBOR +0.25% to Jul 02, then +0.50%. om) Callable at 101.00% on 1/7/02 at 98.50%. on) Callable from Jul 02 at par. oo) 3-month LIBOR +0.25% to Jul 02, then +0.50%. op) Callable at 101.00% on 1/7/02 at 98.50%. oq) Callable from Jul 02 at par. or) 3-month LIBOR +0.25% to Jul 02, then +0.50%. os) Callable at 101.00% on 1/7/02 at 98.50%. ot) Callable from Jul 02 at par. ou) 3-month LIBOR +0.25% to Jul 02, then +0.50%. ov) Callable at 101.00% on 1/7/02 at 98.50%. ow) Callable from Jul 02 at par. ox) 3-month LIBOR +0.25% to Jul 02, then +0.50%. oy) Callable at 101.00% on 1/7/02 at 98.50%. oz) Callable from Jul 02 at par. pa) Callable at 101.00% on 1/7/02 at 98.50%. pb) Callable from Jul 02 at par. pc) 3-month LIBOR +0.25% to Jul 02, then +0.50%. pd) Callable at 101.00% on 1/7/02 at 98.50%. pe) Callable from Jul 02 at par. pf) 3-month LIBOR +0.25% to Jul 02, then +0.50%. pg) Callable at 101.00% on 1/7/02 at 98.50%. ph) Callable from Jul 02 at par. pi) 3-month LIBOR +0.25% to Jul 02, then +0.50%. pj) Callable at 101.00% on 1/7/02 at 98.50%. pk) Callable from Jul 02 at par. pl) 3-month LIBOR +0.25% to Jul 02, then +0.50%. pm) Callable at 101.00% on 1/7/02 at 98.50%. pn) Callable from Jul 02 at par. po) 3-month LIBOR +0.25% to Jul 02, then +0.50%. pp) Callable at 101.00% on 1/7/02 at 98.50%. pq) Callable from Jul 02 at par. pr) 3-month LIBOR +0.25% to Jul 02, then +0.50%. ps) Callable at 101.00% on 1/7/02 at 98.50%. pt) Callable from Jul 02 at par. pv) 3-month LIBOR +0.25% to Jul 02, then +0.50%. pu) Callable at 101.00% on 1/7/02 at 98.50%. pv) Callable from Jul 02 at par. pw) 3-month LIBOR +0.25% to Jul 02, then +0.50%. px) Callable at 101.00% on 1/7/02 at 98.50%. py) Callable from Jul 02 at par. pz) 3-month LIBOR +0.25% to Jul 02, then +0.50%. qa) Callable at 101.00% on 1/7/02 at 98.50%. qb) Callable from Jul 02 at par. qc) 3-month LIBOR +0.25% to Jul 02, then +0.50%. qd) Callable at 101.00% on 1/7/02 at 98.50%. qe) Callable from Jul 02 at par. qf) 3-month LIBOR +0.25% to Jul 02, then +0.50%. qg) Callable at 101.00% on 1/7/02 at 98.50%. qh) Callable from Jul 02 at par. qi) 3-month LIBOR +0.25% to Jul 02, then +0.50%. qj) Callable at 101.00% on 1/7/02 at 98.50%. qk) Callable from Jul 02 at par. ql) 3-month LIBOR +0.25% to Jul 02, then +0.50%. qm) Callable at 101.00% on 1/7/02 at 98.50%. qn) Callable from Jul 02 at par. qo) 3-month LIBOR +0.25% to Jul 02, then +0.50%. qp) Callable at 101.00% on 1/7/02 at 98.50%. qr) Callable from Jul 02 at par. qs) 3-month LIBOR +0.25% to Jul 02, then +0.50%. qt) Callable at 101.00% on 1/7/02 at 98.50%. qu) Callable from Jul 02 at par. qv) 3-month LIBOR +0



## CURRENCIES AND MONEY

# Pound dips on pre-Budget nerves

MARKETS REPORT  
By Simon Kuper

The pound fell yesterday on profit-taking ahead of today's UK Budget.

Sterling, which had risen 7 pence against the D-Mark in the last 10 days, was at DM2.82 in late trading yesterday, 1.5 pence below its overnight high.

But trade was subdued ahead of the Budget and today's close of the US Federal Reserve's Open Market Committee meeting. Few expect the Fed to raise rates.

The pound initially barely suffered from a UK June purchasing managers' index that showed weak price pressures and some damage to exports from the strong pound. But the market paid more attention to the index in the afternoon, as the Budget loomed larger.

The pound fell through resistance at \$1.66 against the dollar, closing in London

0.6 cents down on the day at \$1.658. The Irish punt rose 0.9p against sterling to \$0.916.

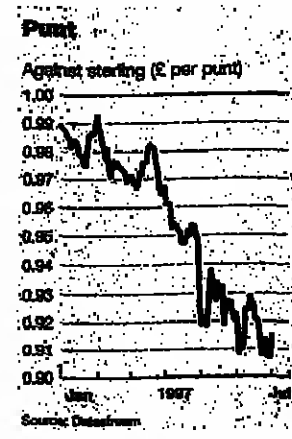
The lira gained another L2.6 against the D-Mark to L973.8, and is approaching its unofficial 2.35 per cent fluctuation limit within the European exchange-rate mechanism around L988.

The dollar dipped on an unexpectedly weak National Association of Purchasing Management index for June. But it bounced in late trading to DM1.745 against the D-Mark and ¥114.8 against the yen, slightly above Monday's levels.

Mr Nick Parsons, currency strategist at Paribas Capital Markets in London, noted that once again the dollar was struggling above DM1.74.

How will the Labour government's first Budget affect sterling? Currency strategists said the key question was the level of tax rises. They said that a net fiscal tightening of more than £4bn-£5bn could dent the pound, as it would reduce pressure on the Bank of England to raise interest rates. Mr Steve Hannah, chief economist at IBI International in London, said the market would regard a sharp tightening "partly as a deliberate attempt to weaken sterling".

■ The pound is hurting UK exporters, as today's PMI survey showed, but the mystery is how little damage it has done. After all, sterling has risen by a fifth since last August, and we are always being told about the new competitive global market place. Mr Parsons has studied recent UK trade data to find out why exports have not fared worse.





## COMMODITIES AND AGRICULTURE

## Rise in price of tea forecast as output drops

By Alison Maitland

Tea prices are expected to rise this year, fuelled by growing demand in eastern Europe and the Middle East and a drop in world output.

The United Nations Food and Agriculture Organisation said yesterday that world production was expected to fall from a record 2.7m tonnes in 1996, because of dry weather in important tea-growing

countries such as Sri Lanka and Kenya.

"Consumers will face higher world tea prices," the FAO said in a report for the intergovernmental group on tea, meeting in Bali, Indonesia, this week.

After bigger harvests in almost all the main tea producing countries last year, drought in east Africa in the first quarter of this year has left production more than 30 per cent lower in Kenya.

Wilson Smithett, London tea brokers, said that the Kenyan crop was just over 80m kg in the first five months, down from 116m kg a year earlier. Kenya normally produces about 260m kg a year.

Northern Tanzania, Uganda, Burundi and Rwanda have been similarly affected. The drought is being blamed on El Niño, the latest warning of the tropical Pacific Ocean which has global repercussions.

In Sri Lanka, which usually produces similar amounts to Kenya, output was down by about 6m kg to 103.5m kg in the first five months.

"I think it's unlikely that the second half will see that deficit caught up," said Mr Tony Kane, a director of Wilson Smithett.

He said prices could rise by between 5 per cent and 10 per cent this year. "I don't think there will be a runaway explosion unless

there's a major crop catastrophe, but I see little downside potential this side of the new year."

However, Mr Kane added that if the developing El Niño weather pattern wiped out the short end-of-year rains in east Africa, or monsoons failed in India and Sri Lanka, "we could be looking at some very exciting price numbers".

In spite of last year's record harvest, prices are already higher

than for some years, especially for lower and medium quality teas. Demand is outstripping supply and leaving no stocks to carry over from one year to the next.

Average prices for "second-line" teas are about \$1.50 a kg, compared with \$1.20 a year ago. However, London prices of about 88p a kg are still well below the peak of 220p in the early 1980s, which followed three poor harvests.

## Shortfall in US boosts almonds

By Alison Maitland

Almond prices have shot up in the past few days after detailed estimates of the important Californian crop showed a big shortfall compared with market expectations.

The new crop price for shelled almonds, important ingredients in chocolate and cakes as well as nut packs, jumped by nearly 13 per cent to \$450 per 100 kg over the weekend.

Yesterday prices eased back to \$430 per 100 kg for August shipments, but still well up on last week.

California is the world's biggest grower of almonds, producing more than two-thirds of world supplies of about 960m pounds, said Mr Bill Hadlow, trading director of C.G. Hacking and Sons, the London nut traders.

Two successive bad harvests had forced up prices to more than \$600 for the current crop.

But they have fallen since March on expectations of a much larger new crop from California.

Some traders had been hoping it would exceed the 710m pounds estimated in May.

So when a detailed investigation led to predictions last week of smaller nuts and an overall crop weighing 680m pounds, there was a scramble to buy.

Mr Hadlow said the 30m pound shortfall did not represent a disaster. "It's still a very good crop."

The rise in almond prices comes at a time when hazelnut prices are high because of stockpiling by Turkey, the biggest producer, and as peanut traders rely on a good US crop this summer to make up for a shortage of Chinese exports - which has pushed prices up.

## Bio-resources bloom in Yunnan

Yunnan province is already China's tobaccoist. Now it wants to be China's florist.

The province, in the south-west corner of the country, produces 800,000 tonnes of tobacco and rolls more than 380bn cigarettes each year. Provincial coffers rely on the income of the cigarette makers, which contribute 70 per cent of annual fiscal revenues and have made the region one of the most successful economies in western China.

However, Yunnan knows it cannot last forever. "In the long term, the decline of the tobacco industry is inevitable," says Professor Zhang Auluo from the provincial government. "Smoking is a bad habit and the level of smokers will slowly fall as living standards rise."

Against the vagaries of the tobacco industry, and in an attempt to enable the rural poor to share the benefits of economic growth, Yunnan plans to build an alternative pillar to the provincial economy - a high-tech bio-resources industry, spanning horticulture, biotechnology, food production and processing, natural medicines and forestry.

The government has drawn up a Yn10bn (\$1.2bn) investment programme to foster businesses that can exploit Yunnan's natural plant resources. The province boasts more than 18,000 plant types - the widest variety in China.



Yunnan hopes to reduce its dependency on tobacco in favour of a wider variety of crops

By 2000, the first investments in bio-resources businesses are expected to yield Yn10bn.

"In 10 more years, it will become another important backbone industry for Yunnan, worth Yn50bn by 2010," says Prof Zhang, who heads the Yunnan Bio-resources Development Office.

The value of Yunnan's agricultural output last year was Yn34.7bn, 23 per cent of the provincial total. The bio-resources revenue will add

to existing income from farming and should increase China's use of technology in managing natural resources.

The programme also aims to help redress income inequality in Yunnan. The tobacco industry has driven the province's 10 per cent annual economic growth in the 1990s, but has failed to spread wealth. More than 7m people in the remote mountain regions are regarded as poor by the Chinese government, which sets the poverty

line at annual income below Yn500.

One higher margin crop is macadamia nuts. The government is investing a modest Yn46.4m to plant 2,000 ha of the nuts, which sell for double the price of cashews, promising sales worth Yn747m over the next 20 years. Yunnan hopes the industry's success will foster further plantings.

There are also plans to increase local production of walnut milk, an alternative health drink in China, by expanding output at the local factory from 5,000 tonnes a year to 50,000 tonnes, with an estimated sales value of Yn520m.

Production of vanilla, for use in cigarettes, food, medicines and cosmetics, and spirulina, a natural medicine, is likely to win substantial government backing.

The most eye-catching area of agricultural diversification is horticulture. Dounan Village has developed into the largest flower trading centre in south-west China, handling more than 4m flowers a day.

Since the 1980s, most of the village's arable land, which previously produced grain, has been replanted with flowers.

The provincial government, in a joint venture with a Taiwanese company, is hoping to turn Yunnan into China's chief producer of orchids. Investing Yn100m in building greenhouses which

will be able to yield 3m phalaenopsis anubilis.

The chief obstacle to the growth of the flower industry is transport. Air cargo from the province has more than halved in price in recent years, but interested growers say the air service, critical to flower exporters, can be unreliable. Prof Zhang says the government has realised this is "the critical bottleneck".

The tobacco industry is financing some of the diversification. It is providing Yn16m needed to fund an international horticultural exhibition in 1999, which will promote the province as China's future florist.

Yunnan is also aiming to attract foreign investment. Investors in bio-resources industries will be offered a two-year tax holiday and a further three years at 50 per cent income tax rates, as well as access to favourable loans from local banks.

The province has given itself 15 years to establish the alternative economy - and it probably has time on its side. Mr Yang Jikang, at the Yunnan Planning Commission, believes the tobacco industry can be relied on for another 20 years.

"But we still have only one pillar industry," he adds. "The government has started fighting smoking so, in the long term, the industry faces problems."

James Harding

## Iraq talks fail to stop oil rise

By Robert Corzine, Susanna Voyle and Alison Maitland

Oil prices continued to edge upwards yesterday in spite of reports of progress in negotiations between the UN and Iraq on a new humanitarian aid distribution plan. Agreement on a new plan is a pre-requisite to the resumption of Iraqi oil exports, the timing of which is now the biggest single factor affecting world crude prices.

The price of Brent Blend for August delivery was quoted at around \$18.76 a barrel in late London trading yesterday. On Monday the Brent settlement price was \$18.51 a barrel, 35 cents up on the day. The rise on Monday was attributed to growing doubts that Iraq would be able to resume exports before August.

Yesterday, however, UN officials said talks in Baghdad on a new aid distribution plan were going "smoothly", with the possibility of an agreement by the weekend. The plan would still have to be approved by Mr Kofi Annan, the UN secretary general, before it could be implemented.

Iraq, which is allowed to sell 50m over six months, wanted to renegotiate the aid plan because of the slow pace of delivery of food and

other humanitarian supplies in the first phase of the oil-for-food programme.

On the London Metal Exchange zinc continued its recent "bull" run - reaching a fresh 64-year high after a 950-tonne drop in warehouse stocks. The metal - which is used to galvanise steel and is alloyed with copper to make brass - has been underpinned this year by technical buying, supported by falling inventory levels that hint at a supply-demand deficit for 1997. That has lured speculative money into the markets, fuelling the rally. The three-month price ended the day at \$1,436 a tonne.

The sugar supply-demand balance is likely to be tighter in the 1997-98 season largely because of a much lower crop in India, the largest producing country, according to E. D. & F. Man, the commodity brokers.

In its latest sugar report, Man says the tighter supply situation following three years of surpluses is backed by signs that disgruntled Indian farmers have planted much less land because of late payments for their cane.

The prospect of a tighter sugar season helped support the market. White futures in London were little changed yesterday. In New York, October raws were at 11.23 cents a pound in afternoon trade compared with Monday's closing 11.19 cents.

## COMMODITIES PRICES

## BASE METALS

## LONDON METAL EXCHANGE

(Prices from Amalgamated Metal Trading)

■ ALUMINIUM, 99.7 PURITY (\$ per tonne)

	Cash	3 months
Close	1565-86	1607-06
Previous	1565-85	1590-91
High/Low	1610/1567	1610/1567
AM Official	1566-51.5	1607-06
Karb close	1574-50	1605-03
Open int.	267,330	
Total daily turnover	68,939	

■ ALUMINIUM ALLOY (\$ per tonne)

	Close	Previous
Close	1420-30	1450-50
Previous	1425-35	1450-50
High/Low	1455/1445	1455/1445
AM Official	1415-6	1445-50
Karb close		1450-55
Open int.	5,250	
Total daily turnover	1,370	

■ LEAD (\$ per tonne)

	Close	Previous
Close	638-37	638-30
Previous	614-5.5	627-8
High/Low	638/628	638/628
AM Official	621-1.5	633-4
Karb close		637-38
Open int.	35,550	
Total daily turnover	14,508	

■ NICKEL (\$ per tonne)

	Close	Previous
Close	6820-30	6830-40
Previous	6750-50	6880-55
High/Low	6750-50	6970/6880
AM Official	6750-50	6880-55
Karb close		6830-40
Open int.	53,658	
Total daily turnover	18,233	

■ TIN (\$ per tonne)

	Close	Previous
Close	5480-500	5543-48
Previous	5393-30	5570-40
High/Low	5480-500	5570/5325
AM Official	5480-50	5535-40
Karb close		5535-40
Open int.	13,724	
Total daily turnover	3,178	

■ ZINC, special high grade (\$ per tonne)

	Close	Previous
Close	1438.5-39.5	1440.5-41.5
Previous	1414-5	1418.5-20.5
High/Low	1442/1414	1442/1414
AM Official	1415-6	1438-37
Karb close		1438-37
Open int.	96,854	
Total daily turnover	37,972	

■ COPPER, grade A (\$ per tonne)

	Close	Previous
Close	2587-42	2604-08
Previous	2589-4	2621-2
High/Low	2587-42	2630/2589
AM Official	2582-23	2630-5-7.5
Karb close		2630-5-7.5
Open int.	153,025	
Total daily turnover	58,936	

■ LME AM Official C/S rate: 1.8641

■ LME Closing C/S rate: 1.8585

Set 1.8641 3 mths 1.8585 6 mths 1.8641 9 mths 1.8442

■ HIGH GRADE COPPER COMEX

	Settle	Day's	High	Low	Open
Jul	112.15	-1.50	113.50	111.20	1,140
Aug	112.15	-1.40	112.70	110.30	74
Sep	110.05	-2.10	112.45	108.00	3,157
Oct	108.05	-2.30	110.25	105.25	13
Nov	107.25	-2.10	109.00	104.00	13
Dec	106.55	-2.00	107.80	103.80	325
Total					4,719

■ CRUDE OIL NYMEX (1,000 barrels, \$/barrel)

	Settle	Day's	High	Low	Open
Jul	20.13	+0.23	20.15	19.78	37,018
Aug	20.00	+0.24	20.14	19.84	12,127
Sep	20.05	+0.15	20.38	19.87	9,048
Oct	20.15	+0.11	20.25	19.87	2,345
Nov	20.00	+0.07	20.07	19.87	4,880
Dec	20.05	+0.05	20.05	20.00	1,238
Total					63,529

■ CRUDE OIL ICE (\$/barrel)

	Settle	Day's	High	Low	Open
Jul	18.75	+0.15	18.80	18.65	18,344
Aug	18.65	+0.10	18.75	18.50	14,083
Sep	18.55	+0.08	18.52	18.37	1,038
Oct	18.50	+0.07	18.50	18.37	1,038
Nov	18.50	+0.06	18.50	18.37	1,038
Dec	18.50	+0.05	18.50	18.37	1,038
Total					36,585

■ HEATING OIL NYMEX (\$/barrel, US gals, c/s)

	Settle	Day's	High	Low	Open
Jul	54.30	+0.85	54.70	53.30	14,084
Aug	54.05	+0.85	54.40	52.60	1,038
Sep	53.85	+0.85	54.20	52.40	2,997
Oct	53.65	+0.85	54.00	52.20	1,992
Nov	53.45	+0.85	53.80	52.00	1,992
Dec	53.25	+0.85	53.60	51.80	1,992
Total					12,095

■ NATURAL GAS NYMEX (10,000 cu ft, \$/cu ft)

	Settle	Day's	High	Low	Open
Jul	1.17	+0.02	1.18	1.16	1,170
Aug	1.16	+0.02	1.17	1.15	1,170
Sep	1.15	+0.02	1.16	1.14	1,170
Oct	1.14	+0.02	1.15	1.13	1,170
Nov	1.13	+0.02	1.14	1.12	1,170
Dec	1.12	+0.02	1.13	1.11	1,170
Total					12,095

■ UNLEADED GASOLINE NYMEX (\$/gallon, US gals, c/s)

	Settle	Day's	High	Low	Open
Jul	1.17	+0.02	1.18	1.16	1,170
Aug	1.16	+0.02	1.17	1.15	1,170
Sep	1.15	+0.02	1.16	1.14	1,170
Oct	1.14	+0.02	1.15	1.13	1,170
Nov	1.13	+0.02	1.14	1.12	1,170
Dec	1.12	+0.02	1.13	1.11	1,170
Total					12,095

■ SILVER (\$ per ounce)

	Settle	Day's	High	Low	Open
Jul	278.15	-4.00	282.15	274.15	1,170
Aug	278.15	-4.00	282.15	274.15	1,170
Sep	278.15	-4.00	282.15	274.15	1,170
Oct	278.15	-4.00	282.15	274.15	1,170
Nov	278.15	-4.00	282.15	274.15	1,170
Dec	278.15	-4.00	282.15	274.15	1,170
Total					12,095

■ GOLD (\$ per ounce)

	Settle	Day's	High	Low	Open
Jul	334.25	-0.25	334.50	333.75	1,170
Aug	334.25	-0.25	334.50	333.75	1,170
Sep	334.25	-0.25	334.50	3	







**FT MANAGED FUNDS SERVICE**

---

صبرنا من الازل



**FT MANAGED FUNDS SERVICE**

### Offshore Insurances and Other Funds

● FT Cityline Unit Trust Prices are available over the telephone. Call the FT Cityline Help Desk on (+44 171) 873 4878 for more details.

[illegible]











## LONDON STOCK EXCHANGE

## Budget optimism sees Footsie surge 2.7%

## MARKET REPORT

By Steve Thompson,  
UK Stock Market Editor

A mid-morning burst of takeover speculation in the banks and insurance sectors plus a sparkling showing by the utilities fuelled a spectacular eve-of-Budget performance by UK shares.

Adding spice to a resurgence of confidence in equities was a late story that the first Budget under the new Labour government might not, after all, include the abolition of the tax credit for dividend payments. Reports that Mr Gordon Brown, the chancellor,

would abolish the tax credit at a stroke were behind the UK market's steep decline which extended to 4.3 per cent over six trading sessions in the middle of June. A surge on Wall Street, after the NAFT survey, added to the general euphoria in the London market.

The recent bid talk surrounding the banks, and National Westminster in particular, reached new peaks of intensity yesterday, driving the shares up almost five per cent at one stage and triggering a sequence of backwardations, where bid and offer prices are reversed because of the frantic pace of trading in the stock.

Potential bid-merger partners for NatWest tripped off dealers' tongues, but the favourite to emerge as an eventual partner for the bank remained Abbey National, which was involved in merger talks with NatWest earlier this year.

Takeover rumours also encompassed the insurance arena, with Commercial Union spearheading the sector amid suggestions that BATs may be about to bid for the company.

Banks, insurance and utilities occupied seven of the top ten places in the FTSE 100 performance table while utilities featured prominently in the FTSE 250.

Sustained mostly by the powerful performances in those areas, but also by an acute squeeze on marketmakers' short positions, the FTSE 100 jumped 123.7, or 2.7 per cent, to 4,729.3.

The heavy gains in the leaders did not fully filter through the market's second-liners and small-cap stocks, which were again hurt by the continued strength of sterling.

The Bank of England's sterling index rose to 102.4, before easing to 101.7 at the close.

Big exporters, including many of the top engineering companies, such as Lucas Varity, GKN, TI and Wolsley, were among the underperformers in the FTSE 100.

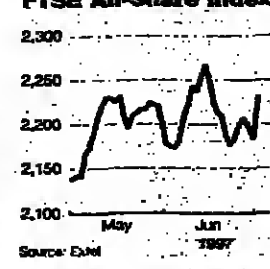
while IML, McKechin and Laird Group were among the casualties in the FTSE 250.

But the latter managed a 21.3 improvement to 4,452.5, sustained by its utilities components and big rises in Eurotunnel and the latter after the surprise merger with Nycomed of Norway.

The FTSE SmallCap Index moved in a narrow range, edging up towards the close and finishing the day 0.4 higher at 2,225.6.

The mid-morning upsurge in share prices was in sharp contrast with a subdued opening in London. Turnover in equities was a disappointing 782.1m shares at the 6pm reading.

## FTSE All-Share Index



## Equity shares traded

Turnover by volume (million). Excluding intra-market business and overseas investor. Figures not available for June.

Index and ratios	FTSE 100	FTSE 250	FTSE 350	FTSE All-Share	FTSE All-Share yield
	4729.3	4452.5	2273.3	4452.5	3.48
	+123.7	+21.2	+50.3	+45.9	3.56

## Best performing sectors

1	Water	+3.8
2	Gas Distribution	+4.5
3	Pharmaceuticals	+4.2
4	Banks/Retail	+4.1
5	Electricity	+3.4

## Worst performing sectors

1	Engineering/Vehicles	-1.2
2	Media	+0.0
3	Building/Mat	+0.0
4	Distributors	+0.1
5	Engineering	+0.1

## FUTURES AND OPTIONS

## FTSE 100 INDEX FUTURES (LFFE) £25 per full index point (AFT)

	Open	Sett	Change	High	Low	Est. vol	Open
Sep	4611.0	4789.0	+188.0	4790.0	4607.0	15376	63048
Nov	4707.0	4846.0	+139.0	4857.0	4707.0	780	3074
Mar	4882.5	4882.5	0	4882.5	4882.5	0	1

## FTSE 250 INDEX FUTURES (LFFE) £10 per full index point

	Open	Sett	Change	High	Low	Est. vol	Open
Sep	4321.0	4510.0	+189.0	4510.0	4321.0	15376	63048
Nov	4407.0	4546.0	+139.0	4557.0	4407.0	780	3074
Mar	4582.5	4582.5	0	4582.5	4582.5	0	1

## FTSE 100 INDEX OPTION (LFFE) £100 per full index point

	Open	Sett	Change	High	Low	Est. vol	Open
Sep	4611.0	4789.0	+188.0	4790.0	4607.0	15376	63048
Nov	4707.0	4846.0	+139.0	4857.0	4707.0	780	3074
Mar	4882.5	4882.5	0	4882.5	4882.5	0	1

## EURO STYLE FTSE 100 INDEX OPTION (LFFE) £100 per full index point

	Open	Sett	Change	High	Low	Est. vol	Open
Sep	4611.0	4789.0	+188.0	4790.0	4607.0	15376	63048
Nov	4707.0	4846.0	+139.0	4857.0	4707.0	780	3074
Mar	4882.5	4882.5	0	4882.5	4882.5	0	1

## Savage squeeze in banks

By Peter John and  
Martin Brice

Bank stocks led the way forward in the Footsie's big one-day points rise since the Conservative general election victory in 1992.

The largest constituent in the market - they represent around a fifth of the FTSE All Share index - they were the obvious choice for dealers desperate to get liquidity in what was very much a marketmakers' market.

But bank traders found themselves under savage pressure in a severe squeeze that began on the derivatives pitches.

There were substantial short positions in traded options and attempts to close these down ahead of the Budget led to a rush of arbitrage and basket trading.

Because of the heavy market weighting, banks always form a large proportion of any stock basket. At the same time, the prospect of National Westminster receiving a bid approach was revisited and the squeeze intensified.

Talk of a possible bidder focused on Barclays as well as Commerzbank of Germany.

NatWest and Barclays raced higher and the rest of the sector played catch up.

## Lloyds at the top

By the close, Lloyds was up at the top of the Footsie with a rise of 3.9% to 655.4p.

It was followed by Bank of Scotland rising 2.2% to 406p, NatWest 4.2% to 849.5p, HSBC 8.6% to 219.34p in the ordinaries and Barclays 3.7% to 212.2p.

The re-rating of the utilities gathered pace as the market became increasingly convinced that 15bn was the ceiling for the government's proposed tax on windfall profits.

But sharp rises, particularly among water stocks, were accompanied by low volumes and were said principally to reflect marketmaker-to-marketmaker activity.

For example, Wessex Water rose 7.5 per cent to hover around the top of the FTSE 250. But the shares jumped 30% to 434p with only 550,000 changing hands. It was closely followed by Yorkshire Water, which added 28 at 418.5p with turnover of 1.6m shares, and Anglian, 4.4 to 695.5p with 1.4m shares.

Electricity issues achieved marginally more fundamental hugging as investors sought out companies with

## Exporters suffer

The continued strength of sterling weighed heavily on companies with exposure to exports, particularly engineering stocks.

Traders said the severe movements yesterday were a reaction to data released on Monday that increased the likelihood of an interest rate rise, which would make sterling even stronger.

The continued strength of sterling weighed heavily on companies with exposure to exports, particularly engineering stocks.

Traders said the severe movements yesterday were a reaction to data released on Monday that increased the likelihood of an interest rate rise, which would make sterling even stronger.

The continued strength of sterling weighed heavily on companies with exposure to exports, particularly engineering stocks.

Traders said the severe movements yesterday were a reaction to data released on Monday that increased the likelihood of an interest rate rise, which would make sterling even stronger.

The continued strength of sterling weighed heavily on companies with exposure to exports, particularly engineering stocks.

Traders said the severe movements yesterday were a reaction to data released on Monday that increased the likelihood of an interest rate rise, which would make sterling even stronger.

The continued strength of sterling weighed heavily on companies with exposure to exports, particularly engineering stocks.

Traders said the severe movements yesterday were a reaction to data released on Monday that increased the likelihood of an interest rate rise, which would make sterling even stronger.

The continued strength of sterling weighed heavily on companies with exposure to exports, particularly engineering stocks.

Traders said the severe movements yesterday were a reaction to data released on Monday that increased the likelihood of an interest rate rise, which would make sterling even stronger.

The continued strength of sterling weighed heavily on companies with exposure to exports, particularly engineering stocks.

Traders said the severe movements yesterday were a reaction to data released on Monday that increased the likelihood of an interest rate rise, which would make sterling even stronger.

The continued strength of sterling weighed heavily on companies with exposure to exports, particularly engineering stocks.

Traders said the severe movements yesterday were a reaction to data released on Monday that increased the likelihood of an interest rate rise, which would make sterling even stronger.

The continued strength of sterling weighed heavily on companies with exposure to exports, particularly engineering stocks.

Traders said the severe movements yesterday were a reaction to data released on Monday that increased the likelihood of an interest rate rise, which would make sterling even stronger.

The continued strength of sterling weighed heavily on companies with exposure to exports, particularly engineering stocks.

Traders said the severe movements yesterday were a reaction to data released on Monday that increased the likelihood of an interest rate rise, which would make sterling even stronger.

The continued strength of sterling weighed heavily on companies with exposure to exports, particularly engineering stocks.

Traders said the severe movements yesterday were a reaction to data released on Monday that increased the likelihood of an interest rate rise, which would make sterling even stronger.

The continued strength of sterling weighed heavily on companies with exposure to exports, particularly engineering stocks.

Traders said the severe movements yesterday were a reaction to data released on Monday that increased the likelihood of an interest rate rise, which would make sterling even stronger.

The continued strength of sterling weighed heavily on companies with exposure to exports, particularly engineering stocks.

Traders said the severe movements yesterday were a reaction to data released on Monday that increased the likelihood of an interest rate rise, which would make sterling even stronger.

The continued strength of sterling weighed heavily on companies with exposure to exports, particularly engineering stocks.

Traders said the severe movements yesterday were a reaction to data released on Monday that increased the likelihood of an interest rate rise, which would make sterling even stronger.

The continued strength of sterling weighed heavily on companies with exposure to exports, particularly engineering stocks.

Traders said the severe movements yesterday were a reaction to data released on Monday that increased the likelihood of an interest rate rise, which would make sterling even stronger.

The continued strength of sterling weighed heavily on companies with exposure to exports, particularly engineering stocks.

Traders said the severe movements yesterday were a reaction to data released on Monday that increased the likelihood of an interest rate rise, which would make sterling even stronger.

## LucasVarity was second in the list of Footsie fallers, off 3% at 204.4p, while GKN took third place with a fall of 1.5 to 10.19p and TI was fifth with a 6% loss to 517p.

Wolsley, which has only a quarter of its sales to 477p.

In the FTSE 250, IML shed 8% to 133p, while McKechin shed 8% to 416p and Laird Group was off 4.4% at 345p.

Still on the currency front, even WPP, the marketing services company, was off 4% at 342.4p.

The markdown came after it rose a penny on Monday when it said at the annual meeting that sales were up 7 per cent on a constant currency basis, but due to the strength of sterling the reportable figures were down in the first five months.

Commercial Union rose 30 to 661.5p on revised speculation about a possible merger with the insurance operations of BAT Industries and on a technical bounce after recent declines. BAT lifted 8% to 546p.

Badly battered BSKyB shed another 11 to 439p, the worst performance in the general market.

A cold collation of disappointing news has sent the shares diving more than 27 per cent over the past couple of weeks.

Amersham International surged 8% to 216.82p after the group said it planned to merge with Nycomed of Norway creating a global group capitalised at £1.8bn.

The health and technology group said it anticipated combined job losses of between 250 and 300 as a result of the merger.

Glaxo Wellcome rebounded from recent profit-taking following strong general market moves in London and New York. The shares jumped 7% to £13.11.

SmithKline Beecham, also heavily held by US investors, added 4.4% at £11.50.

Orange was up 5 at 203.4p after second-quarter subscriber figures that showed an increase of 86,000, up from an increase of 85,000 in the comparable period. It also said it had turned earnings-positive in April. Panmure Gordon recommended the stock.

Eurotunnel rose 6 to 69p after the company's prospects of winning shareholder approval for its restructuring improved sharply.

However, one trader suggested the rise was overdone. "My assumption is that the market always thought the deal would be approved, because the alternative was that the shares would be worth almost nothing, so this is a mysterious share price reaction." Nevertheless, volumes were small.

Among food producers, Hillsdown Holdings gave up 5 to close at 164p after house

## strong balance sheets that would easily resist windfall impositions. National Grid gained 1.3% to 233p.

BG, another sizeable windfall tax candidate, lifted 1.2 to 233p after recent weakness.

Paribas issued a note which argued that the two big US credit ratings agencies, S&P and Moody's, might be expected to upgrade their ratings now that regulatory worries are out in the open.

The continued strength of sterling weighed heavily on companies with exposure to exports, particularly engineering stocks.

Traders said the severe movements yesterday were a reaction to data released on Monday that increased the likelihood of an interest rate rise, which would make sterling even stronger.

The continued strength of sterling weighed heavily on companies with exposure to exports, particularly engineering stocks.

Traders said the severe movements yesterday were a reaction to data released on Monday that increased the likelihood of an interest rate rise, which would make sterling even stronger.

The continued strength of sterling weighed heavily on companies with exposure to exports, particularly engineering stocks.

Traders said the severe movements yesterday were a reaction to data released on Monday that increased the likelihood of an interest rate rise, which would make sterling even stronger.

The continued strength of sterling weighed heavily on companies with exposure to exports, particularly engineering stocks.

Traders said the severe movements yesterday were a reaction to data released on Monday that increased the likelihood of an interest rate rise, which would make sterling even stronger.

The continued strength of sterling weighed heavily on companies with exposure to exports, particularly engineering stocks.

Traders said the severe movements yesterday were a reaction to data released on Monday that increased the likelihood of an interest rate rise, which would make sterling even stronger.

The continued strength of sterling weighed heavily on companies with exposure to exports, particularly engineering stocks.

Traders said the severe movements yesterday were a reaction to data released on Monday that increased the likelihood of an interest rate rise, which would make sterling even stronger.

The continued strength of sterling weighed heavily on companies with exposure to exports, particularly engineering stocks.

Traders said the severe movements yesterday were a reaction to data released on Monday that increased the likelihood of an interest rate rise, which would make sterling even stronger.

The continued strength of sterling weighed heavily on companies with exposure to exports, particularly engineering stocks.

Traders said the severe movements yesterday were a reaction to data released on Monday that increased the likelihood of an interest rate rise, which would make sterling even stronger.

The continued strength of sterling weighed heavily on companies with exposure to exports, particularly engineering stocks.

Traders said the severe movements yesterday were a reaction to data released on Monday that increased the likelihood of an interest rate rise, which would make sterling even stronger.

The continued strength of sterling weighed heavily on companies with exposure to exports, particularly engineering stocks.

Traders said the severe movements yesterday were a reaction to data released on Monday that increased the likelihood of an interest rate rise, which would make sterling even stronger.

The continued strength of sterling weighed heavily on companies with exposure to exports, particularly engineering stocks.

Traders said the severe movements yesterday were a reaction to data released on Monday that increased the likelihood of an interest rate rise, which would make sterling even stronger.

The continued strength of sterling weighed heavily on companies with exposure to exports, particularly engineering stocks.

Traders said the severe movements yesterday were a reaction to data released on Monday that increased the likelihood of an interest rate rise, which would make sterling even stronger.

The continued strength of sterling weighed heavily on companies with exposure to exports, particularly engineering stocks.

Traders said the severe movements yesterday were a reaction to data released on Monday that increased the likelihood of an interest rate rise, which would make sterling even stronger.

The continued strength of sterling weighed heavily on companies with exposure to exports, particularly engineering stocks.

Traders said the severe movements yesterday were a reaction to data released on Monday that increased the likelihood of an interest rate rise, which would make sterling even stronger.

The continued strength of sterling weighed heavily on companies with exposure to exports, particularly engineering stocks.

Traders said the severe movements yesterday were a reaction to data released on Monday that increased the likelihood of an interest rate rise, which would make sterling even stronger.

## LONDON MARKET ISSUES: EQUITIES

The strength of sterling was cited as one reason for the downgrade.

Scottish & Newcastle was up 11½ to 658p after its strong results on Monday which prompted a series of brokers' notes.



Highs & Lows shown on a 52 week basis

## WORLD STOCK MARKETS

[illegible]

**Rockwell leads the  
world in integrated  
data/fax/voice  
modem products.**



<http://www.rockwell.com>

INDICES										US INDICES										AUSTRALIA (Jun 1 / Aust\$)									
1997					1997					1997					1997					1997					1997				
Jul	Jun	Jun	Jun	Low	Jul	Jun	Jun	Jun	Low	Jun	Jun	Jun	Jun	High	Low	High	Low	High	Low	Jun	Jun	Jun	Jun	Jun	Jun	Jun	Jun	Jun	
1	30	27	27		1	30	27	27		1	30	27	27		1	30	27	27		1	30	27	27	1	30	27	27	1	
Argentina (BVL9777)	2273.84	2281.33	2219.78	240	18327 37	21	Japan	1528.38	1552.11	1545.39	1388.58	228	1528.82	154															
Asia Pacific (V100)	2721.2	2725.3	2721.4	2225.90	2352.24	20	US Comp	194.24	194.55	193.50	185.28	205	194.24	194															
Asia Pacific (V100)	9183.2	9252.1	9217.5	9017.2	9422	164	US Comp	1079.10	1077.30	1076.00	1271.57	252	1041.27	166															
Australia (ASX)	4220.5	4152.7	4124.9	4357.36	3742.92	21	US Comp	4457.37	4481.11	4485.11	276																		
Canada (TSX)	1330.07	1307.30	1255.04	1308.87	171	21	US Comp	1034.10	1037.22	1034.00	177	738.20	21																
China (SSE)	2408.59	2380.79	2373.17	2468.59	17	21	US Comp	597.4	597.8	595.5	597.40	17	438.00	21															
France (CAC)	4125.80	4125.80	4125.80	4125.80	17	21	US Comp	2498.28	2501.56	2493.22	2501.56	206	2227.49	14															
Germany (DAX)	3126.54	3123.44	3123.44	3123.44	17	21	US Comp	2033.17	2033.17	2033.17	2033.17	17	1639.23	21															
Italy (MIB)	6477.70	6433.40	6393.30	6393.30	17	21	US Comp	2815.54	2809.21	2805.00	2840.32	32	2698.39	20															
Japan (Nikkei)	3246.14	3246.14	3246.14	3246.14	17	21	US Comp	2190.53	2192.20	2182.00	2184.64	26	2186.37	21															
UK (FTSE)	5731.85	5731.85	5731.85	5731.85	17	21	US Comp	491.21	491.21	491.21	491.21	17	491.21	21															
US Comp	2947.3	2947.3	2947.3	2947.3	17	21	US Comp	585.19	585.19	585.19	585.19	17	585.19	21															
US Comp	2947.3	2947.3	2947.3	2947.3	17	21	US Comp	585.19	585.19	585.19	585.19	17	585.19	21															
US Comp	2947.3	2947.3	2947.3	2947.3	17	21	US Comp	585.19	585.19	585.19	585.19	17	585.19	21															
US Comp	2947.3	2947.3	2947.3	2947.3	17	21	US Comp	585.19	585.19	585.19	585.19	17	585.19	21															
US Comp	2947.3	2947.3	2947.3	2947.3	17	21	US Comp	585.19	585.19	585.19	585.19	17	585.19	21															
US Comp	2947.3	2947.3	2947.3	2947.3	17	21	US Comp	585.19	585.19	585.19	585.19	17	585.19	21															
US Comp	2947.3	2947.3	2947.3	2947.3	17	21	US Comp	585.19	585.19	585.19	585.19	17	585.19	21															
US Comp	2947.3	2947.3	2947.3	2947.3	17	21	US Comp	585.19	585.19	585.19	585.19	17	585.19	21															
US Comp	2947.3	2947.3	2947.3	2947.3	17	21	US Comp	585.19	585.19	585.19	585.19	17	585.19	21															
US Comp	2947.3	2947.3	2947.3	2947.3	17	21	US Comp	585.19	585.19	585.19	585.19	17	585.19	21															
US Comp	2947.3	2947.3	2947.3	2947.3	17	21	US Comp	585.19	585.19	585.19	585.19	17	585.19	21															
US Comp	2947.3	2947.3	2947.3	2947.3	17	21	US Comp	585.19	585.19	585.19	585.19	17	585.19	21															
US Comp	2947.3	2947.3	2947.3	2947.3	17	21	US Comp	585.19	585.19	585.19	585.19	17	585.19	21															
US Comp	2947.3	2947.3	2947.3	2947.3	17	21	US Comp	585.19	585.19	585.19	585.19	17	585.19	21															
US Comp	2947.3	2947.3	2947.3	2947.3	17	21	US Comp	585.19	585.19	585.19	585.19	17	585.19	21															
US Comp	2947.3	2947.3	2947.3	2947.3	17	21	US Comp	585.19	585.19	585.19	585.19	17	585.19	21															
US Comp	2947.3	2947.3	2947.3	2947.3	17	21	US Comp	585.19	585.19	585.19	585.19	17	585.19	21															
US Comp	2947.3	2947.3	2947.3	2947.3	17	21	US Comp	585.19	585.19	585.19	585.19	17	585.19	21															
US Comp	2947.3	2947.3	2947.3	2947.3	17	21	US Comp	585.19	585.19	585.19	585.19	17	585.19	21															
US Comp	2947.3	2947.3	2947.3	2947.3	17	21	US Comp	585.19	585.19	585.19	585.19	17	585.19	21															
US Comp	2947.3	2947.3	2947.3	2947.3	17	21	US Comp	585.19	585.19	585.19	585.19	17	585.19	21															
US Comp	2947.3	2947.3	2947.3	2947.3	17	21	US Comp	585.19	585.19	585.19	585.19	17	585.19	21															
US Comp	2947.3	2947.3	2947.3	2947.3	17	21	US Comp	585.19	585.19	585.19	585.19	17	585.19	21															
US Comp	2947.3	2947.3	2947.3	2947.3	17	21	US Comp	585.19	585.19	585.19	585.19	17	585.19	21															
US Comp	2947.3	2947.3	2947.3	2947.3	17	21	US Comp	585.19	585.19	585.19	585.19	17	585.19	21															
US Comp	2947.3	2947.3	2947.3	2947.3	17	21	US Comp	585.19	585.19	585.19	585.19	17	585.19	21															
US Comp	2947.3	2947.3	2947.3	2947.3	17	21	US Comp	585.19	585.19	585.19	585.19	17	585.19	21															
US Comp	2947.3	2947.3	2947.3	2947.3	17	21	US Comp	585.19	585.19	585.19	585.19	17	585.19	21															
US Comp	2947.3	2947.3	2947.3	2947.3	17	21	US Comp	585.19	585.19	585.19	585.19	17	585.19	21															
US Comp	2947.3	2947.3	2947.3	2947.3	17	21	US Comp	585.19	585.19	585.19	585.19	17	585.19	21															
US Comp	2947.3	2947.3	2947.3	2947.3	17	21	US Comp	585.19	585.19	585.19	585.19	17	585.19	21															
US Comp	2947.3	2947.3	2947.3	2947.3	17	21	US Comp	585.19	585.19	585.19	585.19	17	585.19	21															
US Comp	2947.3	2947.3	2947.3	2947.3	17	21	US Comp	585.19	585.19	585.19	585.19	17	585.19	21															
US Comp	2947.3	2947.3	2947.3	2947.3	17	21	US Comp	585.19	585.19	585.19	585.19	17	585.19	21															
US Comp	2947.3	2947.3	2947.3	2947.3	17	21	US Comp	585.19	585.19	585.19	585.19	17	585.19	21															
US Comp	2947.3	2947.3	2947.3	2947.3	17	21	US Comp	585.19	585.19	585.19	585.19	17	585.19	21															
US Comp	2947.3	2947.3	2947.3	2947.3	17	21	US Comp	585.19	585.19	585.19	585.19	17	585.19	21															
US Comp	2947.3	2947.3	2947.3	2947.3	17	21	US Comp	585.19	585.19	585.19	585.19	17	585.19	21															
US Comp	2947.3	2947.3	2947.3	2947.3	17	21	US Comp	585.19	585.19	585.19	585.19	17	585.19	21															
US Comp	2947.3	2947.3	2947.3	2947.3	17	21	US Comp	585.19	585.19	585.19	585.19	17	585.19	21															
US Comp	2947.3	2947.3	2947.3	2947.3	17	21	US Comp	585.19	585.19	585.19	585.19	17	585.19	21															
US Comp	2947.3	2947.3	2947.3	2947.3	17	21	US Comp	585.19	585.19	585.19	585.19	17	585.19	21															
US Comp	2947.3	2947.3	2947.3	2947.3	17	21	US Comp	585.19	585.19	585.19	585.19	17	585.19	21															
US Comp	2947.3	2947.3	2947.3	2947.3	17	21	US Comp	585.19	585.19	585.19	585.19	17	585.19	21															
US Comp	2947.3	2947.3	2947.3	2947.3	17	21	US Comp	585.19	585.19	585.19	585.19	17	585.19	21															
US Comp	2947.3	2947.3	2947.3	2947.3	17	21	US Comp	585.19	585.19	585.19	585.19	17	585.19	21															
US Comp	2947.3	2947.3	2947.3	2947.3	17	21	US Comp	585.19	585.19	585.19	585.19	17	585.19	21															



## NEW YORK STOCK EXCHANGE PRICES

[illegible]



## NYSE PRICES

[illegible]**NASDAQ NATIONAL MARKET**

Stock	Chg.	P	High	Low	Last	Day	Stock	Chg.	P	High	Low	Last	Day	Stock	Chg.	P	High	Low	Last	Day
Dracogrip		15	100	92	92	1/2	Dracogrip		0.72	28	4 1/2	17 1/2	17 1/2	Dracogrip		0.72	28	4 1/2	17 1/2	17 1/2
Dream		15	100	92	92	1/2	Dream		0.72	28	4 1/2	17 1/2	17 1/2	Dream		0.72	28	4 1/2	17 1/2	17 1/2
Dray		0.25	42	38 1/2	38 1/2	5	Dray		0.25	42	38 1/2	38 1/2	5	Dray		0.25	42	38 1/2	38 1/2	5
Dynasty		0.25	42	38 1/2	38 1/2	5	Dynasty		0.25	42	38 1/2	38 1/2	5	Dynasty		0.25	42	38 1/2	38 1/2	5
- A -																				
ACC Dry		0.11	100	92	92	1/2	ACC Dry		0.11	100	92	92	1/2	ACC Dry		0.11	100	92	92	1/2
Adco		1.40	44	40	40	1/2	Adco		1.40	44	40	40	1/2	Adco		1.40	44	40	40	1/2
Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5
Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5
Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5
Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5
Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5
Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5
Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5
Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5
Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5
Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5
Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5
Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5
Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5
Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5
Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5
Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5
Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5
Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5
Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5
Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5
Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5
Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5
Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5
Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5
Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5
Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5
Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5
Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5
Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5
Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5
Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5
Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5
Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5
Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5
Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5
Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5
Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5
Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5
Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5
Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5
Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5
Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5
Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5
Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5
Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5
Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5
Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5
Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5
Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5
Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5
Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5
Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5
Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5
Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5
Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5
Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5
Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5
Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5
Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5
Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5
Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5
Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5
Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5
Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5
Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5
Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.25	42	38 1/2	38 1/2	5
Adcon		0.25	42	38 1/2	38 1/2	5	Adcon		0.2											



## Firm \$ helps Paris, Frankfurt up to peaks

...the ...





Interview  
**View from the top:**  
John Chambers  
president of Cisco  
Page 2



This month's focus  
**IT in finance:**  
Rush to offer new  
electronic services  
Pages 3-14



New competition  
**FT Business**  
**Website of 1997:**  
Entries invited  
Page 9

Software solutions  
**Financial risk**  
**management:**  
Reducing exposure  
Page 13

# Information Technology

Wednesday July 2 1997

The Compaq-Tandem merger points to a new trend. Tired of problems of incompatibility, customers are telling vendors they want to rely on one or two suppliers able to provide a full range of integrated products and services, writes Paul Taylor

## Purchasers plump for the 'one stop shop'

The decision announced by Compaq Computer last week to buy fellow US manufacturer, Tandem, in a share swap deal valued at \$3bn, has highlighted the fundamental restructuring now taking place in the data processing industry.

The deal, designed to transform Compaq from being the world's biggest personal computer manufacturer into the overall leading computer-maker by the year 2000, is the latest in a string of multi-billion dollar acquisitions over the past six months in the computer and networking equipment industry as vendors scramble to offer their customers a 'one-stop-shop'. It will enable Compaq, already the leader in the personal computer and PC server markets, to extend its product range into high performance enterprise servers.

Even before last week's announcement, Compaq, which recorded sales last year of \$18.1bn, had set itself a goal of more than doubling sales to \$40bn by 2000. The company, which enjoyed 1996 revenues of \$1.9bn, is best known for its fault-tolerant computer systems. These are guaranteed not to fail and for this reason handle highly critical functions, including 80 per cent of the world's automatic teller machine transactions.

The deal will allow Compaq to compete at almost every level of computer power, with the world's biggest computer companies, including International Business Machines (IBM), Hewlett-Packard and Digital Equipment.

The acquisition talks, according to Mr Eckhard Pfeiffer, Compaq's chief executive, grew out of a technology partnership between the two companies. For the past year, Tandem and Compaq have been collaborating on the development of 'clustering' technology which hooks several servers together to increase the performance and reliability of a corporate system.

Clustering is seen as a key technology making it possible for

computers built around Intel's low cost microprocessors and Microsoft's Windows NT operating system to compete against proprietary-based systems for sales in 'mission critical' corporate applications.

"As we discussed industry and product directions we realised we had a tremendous joint opportunity," said Mr Pfeiffer, who describes the merger as 'a perfect match'.

The acquisition will quickly boost Compaq's ability to address a much broader market for 'enterprise class' computers, the company claims. As well as giving Compaq an entry into this market for powerful computer systems, the deal will put it in the forefront of electronic commerce technology, where Tandem has been a pioneer, and bring about a doubling of Compaq's sales force to about 8,000 people.

Last week's deal with Tandem follows reports of aborted acquisition talks between Compaq and Digital Equipment, and with Gateway 2000, a rival PC company.

Most analysts agree that Tandem appears to be a better fit with the Texas-based PC manufacturer. "Tandem offers networking expertise, software-based transaction processing, and a vertically focused direct sales and services organisation," an assessment of the deal by researchers, the Yankee Group, noted.

"This fits well with Compaq's premium pricing, quality brand image and push towards high-end clustered servers. Compaq had been trying to make a decision between two radically different alternatives, the consumer and commercial markets. This marks a clear decision [to move] towards corporate clients."

Compaq has not been the only PC vendor to face this dilemma. The continuing pressure on PC prices and margins, coupled with new competition, particularly from Japanese and other electronics groups from the far east



The financial services industry is among the IT industry's most important customers. Under intense pressures from competitors, financial companies want the latest technologies. Companies are also taking a broader, 'enterprise view' of their IT operations: increasingly, they are looking for 'end-to-end' equipment suppliers to meet their network requirements

such as Korea's Samsung, has meant that traditional PC manufacturers have had the choice of either cutting costs and trying to achieve huge sales volume growth, or of expanding into higher margin segments of the industry, such as portables and servers.

Although Compaq has managed to hang on to its title as the world's biggest maker of personal computers, it has been losing share to rivals such as Dell, which sells inexpensive machines directly to companies instead of through third-party distributors. While Compaq's US sales of PCs grew a brisk 31.9 per cent in the first quarter of this year, this was less than half the rate of number three ranked Dell and number four ranked IBM, according to market researcher Dataquest.

Personal computers, which cost around \$1,000 for an entry level machine in the US, have generally become less profitable as their makers have cut prices to match lower costs and to encourage continued demand. To offset this decline in profitability in their core products Compaq, Dell Computer and other industry leaders have sought to expand their product range and develop higher margin products.

Dell, for example, has used its direct sales model and build-to-order manufacturing operations to slash inventories and cut costs

to the bone. At the same time, the company has made a highly successful assault on the portable market and has recently targeted the server market - Compaq's traditional stronghold - with low price, highly featured products, forcing Compaq to respond with deep price cuts.

Just as Compaq's purchase of Tandem puts it in a position to challenge IBM as the leading full-range or 'one-stop-shop' computer vendor, similar moves are under way in the networking equipment sector where rival vendors are keen to pursue Cisco, the clear market leader. 3Com has spent \$6bn on the purchase of US Robotics, the modem maker. Ascend has moved to buy Cascade, and there have been a number of other big-ticket deals.

Cisco itself has built its end-to-end networking product portfolio through a stunning series of acquisitions in recent years, culminating in its \$4bn purchase of Stratacom, 15 months ago. As Mr John Chambers, Cisco's chairman and chief executive, observes, (see view from the top, overleaf), customers are increasingly demanding that information technology suppliers provide a full range of products and an integrated package of services.

After flirting with so-called open systems and struggling with

the problem of incompatibility associated with using equipment from a wide range of vendors, they are telling companies such as Cisco and Compaq that they want to move back towards relying on just one or perhaps two main IT suppliers.

As Mr Chambers, a former IBM employee himself notes, they want the type of comfortable relationship that they once had with IBM, but without the arrogance and high-priced proprietary technology that were once associated with doing business with 'Big Blue'.

According to Mr Chambers, several of Cisco's leading edge customers in New York approached him early last year saying they wanted Cisco to be their 'whole network vendor'.

They told him they wanted Cisco to make the products 'work even better together than they do today', that they wanted Cisco to be able to design the network and help to solve problems across the network, and perhaps most importantly to help them focus on those business activities where they could recoup their investment.

The reasons for this shift are simple. First, ever-shorter IT product life-cycles mean that many corporate IT departments simply cannot keep pace with changes. In addition, in the networking sector in particular,

systems are becoming very complex at a time when skill shortages are greater, are, therefore, increasingly dependent on their suppliers to design, install and manage their internal systems.

Second, some of the IT industry's most important customers, such as the financial services sector, are under growing pressure to speed up development cycles and speed up time-to-market.

They cannot afford to spend time evaluating new systems and sorting out incompatibilities. They want the latest technology and they want it to work immediately.

Third, companies are beginning to take a broader 'enterprise wide' view of their IT operations. They are integrating departmental networks and geographically dispersed the wider Internet.

Fuelled by the phenomenal growth of the Internet and the widespread adoption of standards-based Internet technologies, they are building intranets and extranets to tie together their internal operations and those of their suppliers and customers.

In order to minimise the risks associated with intranetworking, they are looking for 'end-to-end' equipment suppliers that can provide them with the all the network 'plumbing' - the hubs, bridges, routers and switches - and the network management

software which they need to build and run their systems.

As the recent spate of deals show, these pressures are already contributing to a wave of consolidation within the computer and networking industries, and the birth of a new group of 'super' broad-range equipment suppliers whose global reach, high volumes and deep pockets insulate them from the industry's cyclical downturns.

### ON OTHER PAGES

□ VIEWS FROM THE TOP: Rod Newing interviews Tim Berners-Lee, inventor of the World Wide Web: Page 12.

□ Geoffrey Naim interviews Jim Barisdale, president of Netscape, the world's fastest-growing software company: Page 12

□ Paul Taylor interviews Lars Nyberg, chief executive of the re-born NCR, 'the world's oldest high-tech start-up'. Nyberg tells of his aims to make the 113-year-old business a world class company: see Page 2

□ Univers 97: awards for software and service companies: see this year's winners, Page 11.

## TURBOCHARGE YOUR BUSINESS WITH MITSUBISHI.

In business, it's not keeping up that matters. It's staying ahead. And the Apricot VSE50 from Mitsubishi is one PC that will have you storming ahead of the field.

It's based on the fastest of Intel's new generation Pentium® Processors with MMX™ technology, the 200MHz.

Compared to Pentium Processors without MMX, this delivers a performance boost of up to 20% across all applications and up to a staggering 60% on the new generation of MMX technology enabled applications (Intel's Benchmark tests).

But, as everyone knows, it takes more than a hot processor to make a fast PC and you should see for yourself how the Apricot motherboard optimises the processor's performance benefits right across the system.

Especially with 32Mb of RAM and 15" Mitsubishi DiamondScan colour monitor included in the price.

So call us today and give your business a boost.



✓ Intel 200MHz Pentium® Processor with MMX™ technology

✓ 32Mb RAM as standard

✓ High Performance 2.1Gb Quantum HDD

✓ Integrated 64-bit ATI graphics

✓ 256Kb Pipeline burst L2 cache

✓ DMI management features

✓ Windows '95

✓ 3 Year free warranty (1st year on-site)

✓ 15" Mitsubishi DiamondScan colour monitor included

£1,299... (€1,527)

0800 212 422

CALL NOW FOR AN IMMEDIATE RESPONSE

Web address: <http://www.apricot.co.uk/offers/97-offers.htm> e-mail address: [hotline@apricot.co.uk](mailto:hotline@apricot.co.uk)  
The Intel Inside Logo and Pentium are registered trademarks and MMX is a trademark of Intel Corporation. Prices and specifications are correct at time of going to press. E+C+E.

MITSUBISHI

apricot

محکم دلائل سے مزین



INTERVIEW: JOHN CHAMBERS, president of Cisco Systems, talks to Paul Taylor

## Big shift in corporate attitudes on electronic commerce

Network commerce is going to change the competitiveness of all industries, says John Chambers, head of Cisco Systems. Companies – or countries – which fall behind in this area will not remain competitive

Cisco Systems has a market capitalisation of around \$40bn, but even though the networking equipment market leader provides much of the 'plumbing' for the Internet, it is barely known outside the information technology sector and Wall Street.

Founded in late 1984 by a small group of computer scientists from Stanford University who wanted an easier way to connect different types of computer systems, the company shipped its first product – a network 'router' – in 1986. Since then, this explosive growth of corporate networking and the Internet, coupled with a string of acquisitions, has catapulted Cisco into the big league.

In just the two years since Mr John Chambers took over as president and chief executive, he has grown the company from \$1.2bn in annual revenues to its current run-rate of more than \$6bn and turned Cisco into the third-largest company traded on the Nasdaq stock market. "This business used to be one where people focused on products and technology," says Mr Chambers, who previously worked for Wang Laboratories and IBM. "What has changed in the 18 months is that customers have really started to focus on an end-to-end solution – and a (single) vendor, or very few vendors, to do that."

He believes this trend towards 'one-stop-shopping' is being driven by a number of factors including the realisation that the purchase cost of a network only represents a fraction of the total cost.

"The cost of the network is not the hardware and soft-

ware you buy, it's how you do the system integration and get various vendors to play together. It's how you do the systems administration that goes with it, it's how you do problem determination," he says.

At the same time, he says customers tell him that they cannot hire people quick enough to build and operate their complex enterprise networks – and that, from a cost perspective, each vendor they add probably costs 10 per cent to 15 per cent more.

The second big change in corporate attitudes to technology, he says, "I used to be the most requested speaker for home office [corporate headquarters] visits, talking about the strategy, the company, the industry. Behind me were my best technicians, either engineers or people who really understood how the technology worked."

"Today, the number one requested speaker is my chief information officer. They want to know how we are applying the technology because we have a 22 per cent increase in productivity for the whole company, last year alone, in our implementation of the Internet and web-based architecture."

A year ago, he says, no-one would have invited Cisco to talk to the board of directors unless it was on how to manage faster growth. Now, he receives invitations to talk to big company boards every other week.

"We are seeing senior management really sit up and realise what this can really do for, or to them. What customers are saying now is that the technology is nice, but they are finally



Chambers: a passionate advocate of electronic or network commerce, especially business-to-business applications

beginning to focus on solutions.

"People understand this is the major productivity tool for the next decade in business," he says. Many companies have also realised that exploiting the opportunities provided by enterprise networking will determine how much they grow, or perhaps even their survival.

Mr Chambers also insists that it is not just service sector companies, such as banks, which are beginning to exploit internetworking technologies.

"Boeing was able to build their 777 plane two years earlier than they would have been able to without networked integration – it was built entirely without paper; they carved it into sections, put teams together round the world and made them work very effectively

together. And they probably had a 20 to 30 per cent increase in productivity as well."

The Cisco chief executive says that companies that implement internetworking can expect a huge payback. "Sixty per cent of the customers who have done internetworking applications in the last year, saw a major payback within a year, 35 per cent said it was too early, and only 5 per cent didn't see it."

"At Cisco, our average productivity increase by using the Internet is between 50 and 100 per cent. This last year we saved \$350m – and that's a conservative number – on an expense base of \$1.5bn."

Such productivity gains are crucial to Cisco if it is to retain its market leadership. "We have to bring down the

price performance of our products 25 to 30 per cent a year," says Mr Chambers. "If we don't do it somebody else will."

"We don't want to fall into the trap that IBM and others made of charging what I consider were inappropriate prices because they had too large a market share. Then, when people such as Cisco came along, they took the market from them. Our philosophy will be to be very competitive about meeting customer expectations. We will do that first because we think it is right, but candidly we also do it because it is survival. I have learned that the hard way with two companies that didn't understand that."

Cisco has achieved its 20 per cent productivity gain through a number of Internet-related initiatives. For example, most of Cisco's customer service and support operations have been switched to the Internet, saving dramatically on headcount, while maintaining or improving customer satisfaction.

Cisco also uses the Internet for recruitment. "Sixty per cent of the people who join Cisco join because they have a friend at Cisco and they use the Internet to access what jobs are available," says Mr Chambers. "That's a huge drop in recruiting costs."

Similarly, customer orders are increasingly placed interactively over the Internet. Sixteen per cent of Cisco's orders now come via the net, up from zero a year ago.

Indeed, Mr Chambers is a passionate advocate of electronic or network commerce, and he believes the forecasts that electronic commerce could reach \$20bn to \$50bn by the year 2,000 are far too conservative. He says Cisco itself will be selling the equivalent of \$2bn-a-year of equipment via the Internet by the end of this year. "If we are successful as a company, we could do \$10bn to \$15bn by the year 2000," he says.

"What a lot of people focus on is the consumer network commerce, when 90 to 95 per cent will be business-to-business."

**'Forecasts that electronic commerce could reach \$20bn to \$50bn by the year 2,000 may be far too conservative'**

ness. But let's assume the number is \$500bn for the purposes of discussion. The 10 per cent that is going to be consumer is going to be a \$50bn number and that is still big, that's what people write about, but that's not where the leverage is.

"What it is really going to be big is business-to-business (see report, page six), and you will see virtual network companies start to evolve, truly global virtual companies. Companies will tie together their own operations in an enterprise network, with those of their customers, suppliers, partners and employees in ways that have never been done before."

At Cisco, this is already becoming a reality. "We not only do just-in-time manufacturing which is an 'old' concept," says Mr Chambers. "Our suppliers interface with us in such a way that if an order is placed with us, our suppliers know immediately."

Eventually, he envisages "a truly virtual manufacturing operation with products coming 'every which way' out of that operation. It makes it very easy for you and there will be huge efficiencies for me – and it will be all handled interactively."

Network commerce is going to change the competitiveness of all industries and people are beginning to understand that, says the Cisco chief. "Companies – or countries – which fall behind in this area will not be competitive."

"If I make a customer call, I take a card and look down to see if they have an Internet address: if they don't, I know it is going to be a tough call. In the US, it is literally socially unacceptable not to have your e-mail address on your ID card, even if you don't use it."

INTERVIEW: LARS NYBERG, head of NCR, talks to Paul Taylor

## How the re-born NCR aims to become a 'world class company'

Staying ahead in the highly competitive data warehousing market is NCR's biggest technology challenge. It is also plans to exploit the shift towards electronic commerce

Insiders describe NCR as "the oldest high-tech startup," and say the 113-year-old group has gone through a re-birth since it was spun off again from AT&T at the start of the year.

It is a description that Mr Lars Nyberg, NCR's European-born chairman and chief executive, is comfortable with. "This company has been through a very turbulent five to seven years with poor financial results."

"We were in some real trouble in 1995. In 1996 we came out of a very deep black hole, so going public on January 1 [when the group was spun off again by AT&T] was the culmination of what we call the first phase, the turnaround, and it was a sort of re-birth for this company."

But despite moving from a net loss of \$2.28bn in 1995 to a near break-even loss of \$100m last year, Mr Nyberg insists there is still much to be done. "We have three phases left before we are out of the woods," he says.

"I have said all along that if you lose \$2m a day as we did in 1995 for a whole year, including Saturdays and Sundays, it will take you some time before you are a respected, profitable, solidly performing, consistent company. We are not that yet – we will become it, but we are not that yet."

He says NCR's employees did a very good job last year "digging us out of that black hole," but he adds: "My biggest fear has been a degree of complacency... for me, personally, this year is as crucial as 1996. We have to see some growth this year, we have to see further improvements over last year."

Over the next three years he has set a growth target of between 9 and 12 per cent annually. That will be a tough challenge for NCR whose revenues actually declined by 12 per cent in the first quarter. "I can explain currency and all that stuff for a while," says Mr Nyberg, "but it still remains four or five per cent decline of revenue in a 'real apples for apples' comparison."

While it is relatively easy to take out expense and improve margins, Mr Nyberg acknowledges that getting a growth mentality into a company is "a totally different challenge."

"The good news is that we have had five consecutive quarters, including the first



Nyberg: 'We must anticipate customers' business challenges and problems – and adapt our technology to provide solutions'

quarter of this year, with order growth which indicated to me that we are on the right track."

As part of that process, NCR's resources have been focused behind three key technology areas playing to its historic strengths: bank automated teller machines (see report, page 9) and the financial services industry; point-of-sale (PoS) operations in the retail sector; and data warehousing, where NCR acquired Teradata in 1992.

"I'm a strong believer that you have to be number one, two or possibly number three in the world if you compete in a global business," says the NCR chief executive. "We clearly compete in a global business."

Indeed, despite stumbling in the ATM market in 1995, NCR is still the clear market leader in that segment, number two in the PoS business and number one in data warehousing.

The strategy to achieve and build on this position breaks down into three stages. Phase one last year was the turnaround, phase two this year and next is profitable growth, and phase three is creating what Mr Nyberg calls creating a world-class company.

"We have to become world class in everything we do," he says. "Our inventory turns, our delivery sched-

ules, our quality, all that has to be world class."

But Mr Nyberg also defines a fourth phase in NCR's renaissance – "thought leadership". He believes that if NCR is to become really successful in the long term, it must anticipate its customer's business challenges and problems and adapt its technology to provide solutions.

To illustrate the concept of thought leadership he gives an example: "The environment for the banks is changing dramatically, most major banks, if not all major banks and their top executives, are concerned about the future of the bank. What is banking going to look like in the next five or six years? How does it affect the banks? Who do they go and talk to about that? If they 'think NCR' (plus some others), then you are recognised as a thought leader."

"For example, the branch network has been seen as an asset for 50 years, now it is a liability. We are marketing something we call 'the virtual branch', based on our self-service equipment, both ATMs and inquiry terminals."

"But we don't only market those boxes, we market the whole concept, we even design the virtual branch for customers."

Continued on page 12; see also reports on virtual finance, page 7, future of ATMs, page 9

## Major surgery required

If you had to undergo triple by-pass coronary surgery and the surgeon mentioned that he had never actually performed any operations, but read a couple of books on the subject – how highly would you rate your chances of survival?

The fact is, unless a Company Plan is properly continually reviewed, never the better the theory will mean, well...

How reliable is your Company Plan? Do you take all your present financial information into consideration? Have you reviewed your Plan to the point in an ideal scenario, disaster, calamity or a possibility? And all your key employees familiar with procedures? There are just a few of the questions you should ask yourself if you are not confident in your business, and S&P can help.

S&P provides a full range of services including financial planning, insurance, estate planning, tax planning, and more. We can help you to understand the importance of having a solid financial plan, and we can help you to create a plan that will work for you. We can help you to understand the importance of having a solid financial plan, and we can help you to create a plan that will work for you.

Call Safelynet today on 0500 855 311. Because tomorrow – you never quite know.

Safelynet

## FT Review of Information Technology

The FT-IT Review is published on the first Wednesday of the month, except in August. In addition, a weekly FT-IT news and feature page is published on each of the other Wednesdays of the month.

FT-IT features, editorial controller: Mike Whitlam. Editorial: Michael G. Cook.

Writers for this issue include: Mike Whitlam, number seven; Paul Taylor, FT Correspondent; Geoffrey Naim, Tom Foreman; Philip Marchant, Michael Dempsey, John Shillingford, and others.

For more information, contact: Matthew Gynn.

The first issue, September 3, 1997. Weekly feature: FT-IT news.

New directors: Managing Information Systems, Accounting systems.

Editorial inquiries: see details of the FT-IT Review service, right. If your fax machine cannot receive this service, please fax to: 0171 873 3167. Callers from outside the UK should add their country code plus country entry code (set for UK), omitting the initial zero. The telephone helpline is on: 0171 873 4378. Readers' inquiries: 0171 873 4211. E-mail: FTIT@FT.COM

FT Business Web Site of 1997. For information regarding the FT Business Web Site of 1997, competition contact the web site at: <http://www.finet.com/competition>

For advertising details, contact:

In London: Jane Smith, General Manager, FT Advertising Sales, telephone (044) 0171 573 5000 or fax (044) 0171 573 5002.

In the US: New York: Penny Scott, telephone (212) 745 1342. San Francisco: Nick Myles, telephone (415) 637 9775.

Subscription services: readers of the FT-IT Review can now receive the FT-IT Review by e-mail. For details and to order your copy, please contact: Subscription Services, Department 0171 873 4228 (UK callers) or +44 171 638 4228 (overseas callers) or write to:

Financial Times, Number One, Southwark Bridge, London SE1 1TA.



## IT in finance

FT-IT 3

## NEW WEB SITE COMPETITION



## A chance to win prizes in five areas of business

Entries are now invited via the World Wide Web: the closing date is July 31

The search continues to find the FT Business Web Site of the Year. Already, a wide range of entries have been made since the competition was launched in last month's FT-IT Review.

The FT is looking for organisations which have used their web site to achieve commercial advantage in their particular market and can display evidence of the following:

- Business transformation.
- Innovation.
- Measurable financial benefits.

There will be category prize winners and an overall winner which will be named as "FT Business Web Site of 1997".

Competition winners will be announced at an awards ceremony in November 1997. Details of the winning entries will also appear in the Financial Times.

Competition entries are invited via the web address for the following categories:

- Finance.
- Large organisations, (excluding those in the finance sector).
- Small and medium-sized organisations, employing under 250 employees.
- The public sector.
- Not-for-profit organisations.

Full details of the competition plus a question-and-answer facility for potential entrants and an entry form can be found at the web address, below. The competition is open to companies in and outside the UK that fall into the categories, listed above.

Entrants' web sites must have been established before January 1, 1997. Entrants' claims must be capable of being substantiated, if shortlisted, and candidates may be required to present to the judging panel, either in person or by videoconference, in September.

Details of the competition, which is sponsored by UUNET UK, Europe's largest Internet service provider.

For full competition details, see the web site: <http://www.uUNET.plpax.com/events/97>

## FINANCIAL SERVICES • By Paul Taylor

# The race is on

Financial service companies are rushing to offer customers electronic access to products and services, as new entrants and computer technologies erode traditional market boundaries

The global financial service industry, already one of the biggest spenders on information technology, is in the midst of a IT revolution which is reshaping products and delivery channels and opening the gates to a flood of new entrants.

Technology itself is ushering in a whirlwind of change in an industry where information is the business and where the efficient and effective use of IT can mean the difference between survival and decay.

"Financial services are moving out of the high street and into cyberspace and the realms of electronic communication," says Mr Steve Leegood, director of international finance business for Logica, the international computer services group. "New channels to market are emerging - telephone banking is increasing in sophistication, while electronic channels, such as the internet and home-office banking software, are gaining ground."

Meanwhile, as a recent paper prepared for International Business Machines noted: "Technology has reduced both the role and value of financial intermediaries, collapsing margins in many banking businesses including brokerage, corporate lending and global custody."

The implications of these changes are profound. As Mr Walter Wriston, the former chairman of Citicorp, observed: "The banking business used to have about 70 per cent of the financial assets of the world. Now we have 30 per cent. Do you know any industry that went from 70 per cent to 30 per cent market share and survived?"

Such realisations are prompting a redrawing of the financial services landscape.

As the IBM paper notes: "Investment banks are sharing trading models and distributing research over the internet; electronic markets are being established by exchanges and other institutions; new direct banks are appearing almost daily, offering a full range of services by phone, ATM or PC. And brokerage firms are offering online securities trading and access to real time market data and sophisticated investment management tools."

Financial institutions are being forced to spend heavily on IT in the late 1990s not just to reduce costs, but to maintain an edge in an increasingly competitive market where new entrants, new channels to market and new technologies such as smartcards and the Internet are eroding many traditional boundaries.

In Britain, the results of an annual survey, just published by Price Waterhouse Management Consulting, show that the financial services sector plans to spend more on IT than for several years - despite growing concern about the failure rate of IT projects.

The survey, conducted earlier this year among senior IT executives in leading UK financial institutions, found that almost two-thirds were planning to increase their IT spending and that the overall level of IT spending had risen to nearly 17 per cent of average total costs - and almost 25 per cent among investment banks.

Perhaps not surprisingly, "ensuring effective delivery of systems" and the need to improve the systems development process have become the top priorities for many financial institutions.

"The pressures on IT are set to grow significantly, cre-

ated by more demanding users and the imminent 'double trouble' of the year 2000 date issue and European Monetary Union," says Mr Alan Johnson, a partner at Pricewaterhouse. "The fixed nature of the timescales and the vital nature of the changes will turn the screw even tighter."

Meanwhile, competition for the traditional industry participants is intensifying. This reflects a number of factors including the deregulation of the industry and the impact of computer and network technologies which have helped render old geographic and other boundaries meaningless.

Today, currency and other commodity traders operate around-the-clock passing the book from one office to the next in a never-ending race with the spinning world. Similarly, pension funds balance their portfolios by investing around the globe while retail and merchant banks have followed their industrial and commercial customers overseas in search of new markets.

Banks, in particular, are facing serious challenges from new entrants including banks from other geographies such as Citicorp and from non-banks keen to exploit the power of their brand names.

In the US, companies such as AT&T and General Motors have come from nowhere to grab a large chunk of the credit card business while, in the UK, Marks & Spencer, Sainsbury and Virgin have all recently entered the financial services market.

"Retailers, car manufacturers and airlines all know and exploit the value of branding," notes Unisys, the computer group. "They have established consumer loyalty in their original operations and are using it aggressively



The FT Veritas screen offers live video of analysts' meetings and brokers' morning briefings

now to enter financial services markets.

"As non-financial companies enter the market with investment and other products, their name alone will prise customers away from traditional providers... few, if any, financial services organisations have the same strong brand image that will keep customers loyal."

Unisys argues that these new entrants have one other key advantage: they understand their customers' lifestyles. "Retailers are now building databases that will enable them within a few years to target specific marketing messages and propositions to clearly identified groups of individuals who share the same lifestyle values."

"To retain profitable customers, attract new ones and improve income, financial organisations must adopt the same branding and marketing techniques."

This is one reason for the surge of interest among financial institutions in the data warehousing technologies developed by companies like NCR, the data warehouse market leader.

Financial institutions, many of which are laden down with costly branch networks and ageing infrastructure, also face the risk that new entrants will "cherry pick" their best and most active customers using low cost, high-tech delivery channels such as the Internet.

As a report published by

the London-based Centre for the Study of Financial Innovation last month, noted:

"The internet has the potential to bring about revolutionary change by transforming the way business is conducted, by providing a new means for delivering services and by imposing a new set of economies on the finance industry, particularly on the retail side."

The CSFI report suggests the internet could do this by:

- Stimulating more intense competition in the financial services market, for example by admitting new entrants, making pricing transparent and raising service expectations to new levels.

- Tilting the market in favour of service suppliers with technology and marketing know-how, and against those with traditional skills and cost structures.

- 'Empowering' the customer by giving him direct access to market information and providing him with the means to execute his own deals.

- Removing geography as a constraint on the finance business - floor-based markets, bank branches, national preferences - and creating an industry that exists almost entirely in cyberspace.

"Because the internet will improve the convenience and reduce the cost of financial services, the main beneficiary of these changes should be the consumer. In an internet world, he would

Continued on next page

## New desktop video service for institutional investors

A new video-on-demand service for institutional investors delivers live and indexed coverage of corporate analysts' meetings and brokers' morning briefings direct to existing desktop PCs. It has already attracted more than 20 of the UK's largest fund managers, representing around 65 per cent of the UK funds under management.

The FT Veritas service, launched in April, aims to enhance investor relations for both large and medium-sized quoted companies. So far, companies with a combined market capitalisation of £200bn have contracted with Veritas to film their analysts' meetings.

The service is also making headway in the stock broking community. "It is promising to significantly improve the way brokers communicate with their institutional clients, NatWest Markets already use Veritas to film and distribute their morning briefings and we are in discussions with several other leading brokerage houses," says Mr Ab Banerjee, managing director of the service.

More details on tel: +44 (0)171 873 4074

## A HANDY GUIDE TO COMPAQ'S SYSTEM SERVICE PROVIDERS.



**Business Systems Group**  
London, 0171 880 8888

**Compel Plc**

Welwyn Garden City, 01707 288000

**Computacenter**

London, 01923 256040

**Computeraid Services Ltd**

Farnborough, 01252 548888

**Elcom Technical Services**

Langley, 01753 777855

**Info' Products (UK) Plc**  
Chelmsford, 01245 450045

**Lynx Technology**

Belper, 01773 826811

**P&P Corporate Systems**

Rossendale, 01706 217744

**SHL Systemhouse**

West Drayton, 0181 759 6633

**Specialist Computer Centre**

Birmingham, 0121 766 7000

If you're looking for the best possible support for your business critical systems, then everything points to Compaq's System Service Providers.

Ten companies, backed by Compaq's worldwide support organisation, fully committed to giving their enterprise customers serious, end-to-end support. (Including On-site Engineers, 2 or 4 Hour Response, Enhanced Software Support, System Audits, Migration Services, And more.)

Not everyone can be a System Service Provider. At the moment, it is only the 10 companies listed here that are qualified to bear the name. For it is only they who successfully meet the rigorous set of action standards we impose.

Our SSPs are fully trained in all aspects of the job and are regularly assessed - by us - to ensure that standards never slacken.

In the uncertain world of business critical systems, Compaq's System Service Providers are the one thing you can rely on.

Make it your business to speak to them.

COMPAQ



PIONEERS IN HOME BANKING: By Tom Foremski

## Online answers in seconds on new mortgage inquiries

The Bank of Montreal handles thousands of applications via its web site

The Bank of Montreal has been a pioneer in home banking services and it was one of the first North American banks to establish a site on the world wide web in 1995. The web site quickly evolved from just providing information about its services to allowing customers to check account balances and perform other banking activities.

Earlier this year, it extended its internet banking services to allow customers, and anybody else, to apply for a home mortgage. It is reporting a lot of success with its latest application that allows people to apply for home mortgages online and receive approval within seconds of completing the application.

Although other banks also offer online mortgage applications, Bank of Montreal says it is the first to offer approval within seconds of receiving the mortgage application, thanks to automatic links with its back office decision support system.

The service was developed by the bank's virtual banking division and American Management Systems (AMS). The mortgage application process uses specially-designed electronic forms that lead an applicant through what can sometimes be a daunting process. The system automatically flags errors such as strange birth dates, allowing the

applicant to make corrections without having to have the forms returned thereby delaying the application process.

"We are very pleased with the online mortgage application system," says Ms Jane Weatherbie, vice president of personal lending services at Bank of Montreal.

"We realised that people looking for a mortgage have good demographics. They are often young, have good incomes and tend to be Internet users. And what we found, was that once people start to fill out the online mortgage application, they tend to finish it."

Ms Weatherbie reports

To ensure privacy, the bank uses security systems and firewalls

that the bank is handling thousands of applications through its web site and that it also helps to bring in people who are not its customers.

The bank's web site began offering information about home mortgages and offering a simple calculator, allowing people to check what kinds of mortgages they could afford. The natural next step was to offer users the ability to apply online and, very importantly, receive approval within seconds.

This is achieved by connecting its web site to its Strata decision-support engine which is tied into credit bureaus enabling it

to automatically check people's credit histories. The information from the credit bureau and the mortgage application is compared with the bank's pre-defined risk levels, a process that takes just seconds.

To ensure the applicant's privacy over the Internet, the bank is using several security systems and firewalls, plus the encryption capabilities of mainstream web browsers such as Netscape Navigator and Microsoft Internet Explorer.

"We have found that there is a lot of confusion over security among applicants. For example, some people print out the online forms and then fax it to us, not realising that a fax is much less secure than the Internet," says Ms Weatherbie.

Although applicants receive approval within seconds, they still have to come into the bank and show proof of employment and income. This is something which as yet cannot be easily automated, although Ms Weatherbie says that the bank is working on ways to automate the entire process.

"Having online mortgage applications has enabled us to reach potential customers that might have been reluctant to step through our doors and make inquiries, but they don't mind checking us out on the Internet," says Ms Weatherbie.

The bank has also been advertising on other web sites that deal with real estate listings, allowing users to look at pictures of homes and apply for a mortgage at the same time.

INTERNET BANKING IN EUROPE • By Geoffrey Naim

Analysts predict internet banking will take a heavy toll on traditional branch-based banks but for S-E Banken, one of Sweden's largest banks, the internet is more an opportunity than threat. It believes branch, phone and internet banking can co-exist under the same banner.

Sweden is an ideal market for internet banking. It has the highest PC penetration in Europe and its sparse population means bank branches are often few and far between. Nevertheless, the success of S-E Banken's internet service in attracting 60,000 customers since its launch last December has taken even the bank by surprise.

"There has been a lot of interest and a lot of transactions are being done," says Mr Anders Lindqvist, internet service director at the bank. Its web site has handled over 42,000 transactions a day, surpassing forecasts.

Along with most banks, S-E Banken is keen to shift low-value services such as bill-paying and statements from its branches - to cheaper direct methods, such as internet and phone banking. It launched a phone banking service two years ago. S-E Banken has been surprised by the age profile of its internet users.

"It's quite striking as we thought that we would just get students (using it) but more than 40 per cent are older than 40 and 17 per cent are over 50 years of age," he

INSURANCE ON THE NET • By Nicholas Denton

Purchasing life insurance, according to several studies, ranks alongside buying a car as one of the least pleasant consumer experiences. It typically involves phoning around several insurance companies, asking for forms, intrusive questions about the applicant's health and a paperwork that takes days if not weeks.

InsureMarket, an on-line insurance site established by Intuit, the computer software company, offers relief. Consumers will still have to give personal details, if only

## Sweden, an ideal market

The internet service of one of Sweden's largest banks has attracted 60,000 customers since its launch last December

says. Customers under 25 account for just 17 per cent. According to Mr Lindqvist, older customers have more trouble getting to one of S-E Banken's 270 branches and they find the internet service easier to use than the bank's phone banking service.

S-E Banken's internet users have an average income 40 per cent higher than its traditional customers. The bank has expanded its site to offer services for these wealthier customers, such as share-trading, personal pensions and mutual funds, alongside more mundane services such as bill payments and money transfers.

### Big interest

S-E Banken has offered electronic banking to corporate customers for several years using proprietary software and dial-up links. It had planned to extend this service to its personal customers but the explosion of interest in the internet caused it to change direction in early 1996 and to develop a home banking service based instead on the internet.

Security is one of the biggest concerns in internet banking. With a dial-up PC system, the number of entry

points to the system is limited and distribution of the proprietary software can be controlled.

On the internet, the bank is accessible by any web browser. "It's not at issue whether the internet is secure or not - because clearly it is not," says Mr Lindqvist.

S-E Banken will not describe its security measures in detail, but the system is based on the Virtual Vault technology, developed by Hewlett-Packard and first used at the Security First National Bank - claimed to be the world's first internet-only bank.

S-E Banken issues each internet customer with a credit card-sized password calculator from Belgian firm DigiPass. When the customer enters his or her Pin, the DigiPass generates a one-time password that is then used to gain access to the account. The password changes each time the device is used.

"One of the reasons we felt we could offer a secure internet service was because of this asymmetric encryption technology," says Mr Lindqvist. The technology was originally developed for S-E Banken's corporate electronic banking service. Despite the success of its

internet service, S-E Banken has no plans to abandon its branches though certain services cost more in the branches. For example, shares bought over the internet carry 0.3 per cent commission; by phone, the rate is 0.4 per cent; brought in a branch, the commission jumps to 0.5 per cent.

Mr Lindqvist believes most customers still want branches if only to discuss a loan with the branch manager. "You cannot take away the branches - and my guess is that we will shift to a situation where customers have a choice between internet banking and normal branches with a price structure that reflects how much help they need."

### Pilot project

First Direct, the UK's first phone-only bank, is also exploring using the internet. The bank has 700,000 personal accounts and this summer will start a pilot PC banking service involving 2,500 customers. For the pilot, First Direct will not use the public internet but rather a private network based on internet protocols that customers can access from anywhere in the UK for the cost of a local call. The bank chose this

approach to better control the project and allay security fears. "Using the internet, the quality of service you get from your internet provider is something that we cannot manage," says Mr Ewan Hutton, PC banking manager at First Direct.

Also, the bank believes customers will be more willing to perform transactions on the private network than using the public internet. "The poor security of the internet is more a perception than a real issue - and I do not think it is fully merited," he says.

ICL helped develop the Java-based software for the bank's web site which will initially offer limited services such as balance enquiries and statements. Customers will also be able to download data to home banking programs. In the autumn, the project may be expanded to offer bill payments, account transfers and personal loan applications.

The bank sees PC banking complementing rather than substituting its main phone banking service. For example, someone who pays a bill via their PC could phone up later to check that the bill has indeed been paid. "We do not expect people to use PC banking on its own," says Mr Hutton.

## Ripe for transformation

Analysts forecast that electronic insurance purchases, which stood at zero in 1996, will reach \$18bn-\$19bn by the year 2000

once, but Mr Scott Cook, chief executive of Intuit, says buying insurance over the internet is compellingly attractive. "You have the ability to make a sound decision, with confidence, in 15 minutes, from the comfort of your own home, on a Sunday afternoon, for free."

As with many financial services, insurance is ripe for transformation by the revolution in communications. However, while the growth of the Internet promises mainly to reduce costs for incumbents in sectors such as banking, it may promote the growth of a new breed of intermediary in the insurance market.

In insurance, as in banking, the Internet makes for efficiency. Booz-Allen & Hamilton, the management consultants, predict "radical" savings through online insurance sales and servicing which could reduce costs by 60-70 per cent over the lifetime of a customer. Some web-aware insurance executives believe insurance policies, which normally require several years of premium payments, to cover the underwriter's initial costs could in an online environment move into profit in their first year.

No surprise then that IDC, the market research company, is forecasting that electronic insurance purchases, zero in 1996, will reach \$18bn-\$19bn by the year 2000. This does not in itself make for upheaval in the insurance industry. In banking, for instance, institutions such as Wells Fargo have taken the lead in giving customers the ability to access their account details and make payments online. But insurance is different for several reasons.

First, insurance companies, fearful of alienating their traditional agents, have been slow in exploiting

the Internet. Most insurance sites are the home pages of local agents, giving a customer access to little more than the office's telephone numbers. Those insurers that do take applications online, typically pass the information as a sales lead to a traditional agent or salesperson for completion of the transaction.

Booz-Allen found that, while 80 per cent of the top 20 commercial banks will enable online retail transactions by the end of this year, only 15 per cent of the top insurers will be that advanced. Only 7 per cent of insurers surveyed offered

online quotes and only 1 per cent enabled online sales. Second, consumers, while loyal to their banks, typically shop around for prices for insurance. Online insurance sites allow them to make comparisons more easily. Intuit's InsureMarket, for instance, allows applicants for life insurance to compare live quotes from Hancock, Zurich Kemper and Lincoln Benefit Life.

Third, traditional agents, which owe customers quotes on behalf of customers, lack experience at designing the interfaces for online sales of financial services. "There are 100,000 insurance agents, but count the number of successful consumer software companies," says Mr Cook. "It is vastly easier to get the subject matter expertise than the software engineering expertise. You can buy a book and you can walk

through a model; what is hard is transforming that expertise into something that consumers can understand."

These factors, taken together, may give rise to a new breed of insurance intermediary. "The industry's diffidence creates a potential competitive advantage for a new group of technically sophisticated marketers, including, perhaps, the commercial banks, computer software companies, and the large online networks," says Mr James English, an insurance analyst at JP Morgan, the investment bank.

InsureMarket is just one of at least eight significant online insurance intermediaries. Auto-by-tel markets automobile insurance in US from AIG, one of the largest insurers. Another start-up called InsWeb provides online insurance quotes from several providers in California and Utah, and online responses on a variety of insurance products such as life, health and disability from about 30 participating insurers.

Banks, although legally forbidden to offer insurance products in the US, are preparing for a relaxation in the restrictions. Wells Fargo is already experimenting with some cross-selling of financial products to its online banking customers. Once it is permitted to sell insurance, it will have a ready-made customer base.

Insurers, which have underwriting skills not easily replicable by these new intermediaries, will still have a function as suppliers to the electronic marketplace for insurance. But, because consumers will be more able to compare quotes, the insurers would lose some of their power over pricing. One answer could be not to participate. Intuit needed three insurers to provide live quotes

before it began to increase the rate at which visitors to its site closed transactions. Concurred resistance by insurers could stifle the market before it is viable. Just as music retailers have smoothed efforts by one online service to compare their CD prices.

Mr Cook, who is expanding Intuit from computer software into online financial services, believes insurers have no choice. "The Internet is going to make it easier to compare prices," he says. "The only way a financial institution can stop that is to withdraw from the Internet and go into a hole. If they are not selling to customers, some other insurance company will be."

## Electronic financial services

From page 3:

be able to roam through an electronic marketplace, seeking out the best services and prices, and managing his own financial affairs - even to the point of being able to run his own personal bank account.

"From the service supplier's point-of-view, the Internet could also open up new marketing possibilities, particularly for non-traditional suppliers who are unencumbered by earlier structures and attitudes. On the other hand, the Internet would undermine the ties of loyalty (or inertia) that have bound customers to financial institutions in the past. It could also cut out the middleman and force down prices."

Separate studies suggest that in retail banking, 20 per cent of the customers generate as much as 200 per cent of the bottom line profits - in other words, 80 per cent of retail banking is a loss-making or break-even business. If traditional banks fail to hold on to their profitable customers, they could eventually be left providing a loss-making service to the rump.

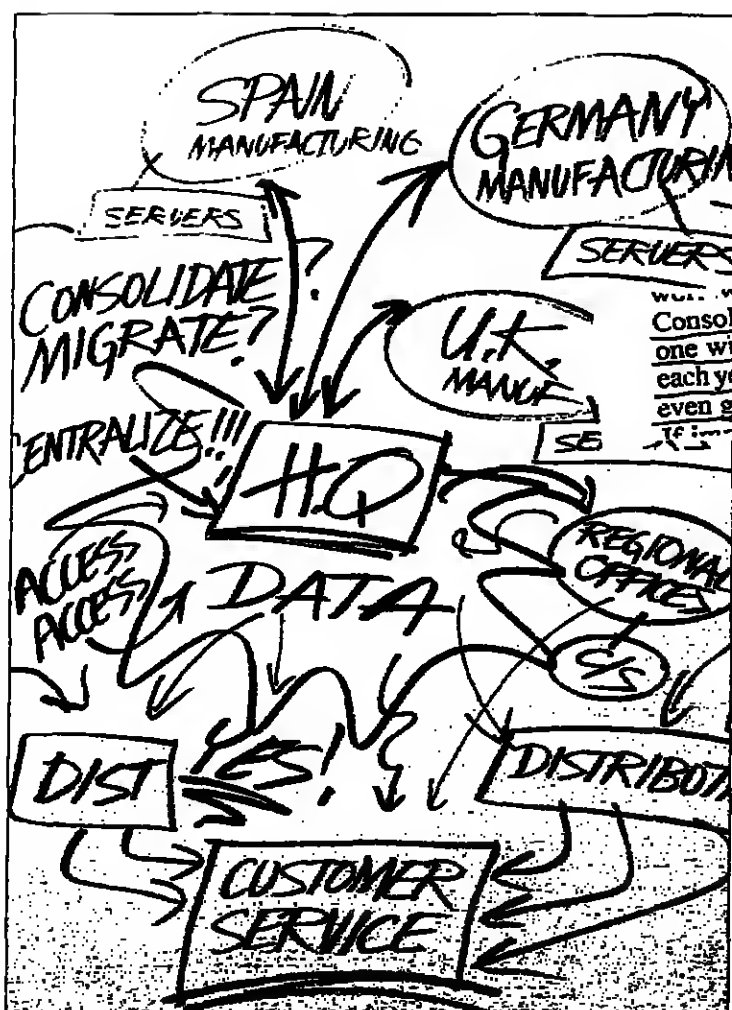
Another study conducted by Booz, Allen & Hamilton shows that the cost of a typical bank transaction in a full service branch was \$1.07 compared with 54 cents for telephone banking, 27 cents for an ATM and perhaps as low as one cent for a transaction conducted over the Internet.

It is hardly surprising therefore that financial institutions everywhere are racing to offer their customers electronic access to their products and services. In the US alone, more than 300 banks now have a presence on the World Wide Web. And in the UK the last few months has seen a flurry of announcements from the main high street banks of PC banking and Internet banking services.

Neil Melville of Nissan massive business interruptions, than 500 gigabytes of data. The Motors knew the obvious Melville had heard that EMC's combination of speed, mirroring benefits of consolidating all Enterprise Storage offered more than just a shared repository, centres into one. Not so obvious but he was amazed at how fast and trouble-free the were the enormous difficulties fast and trouble-free the of getting it done within system's platform independence and platform independence six months and without made the migration of more eliminated downtime completely and tripled potential productivity. To find out how EMC Enterprise Storage?



Neil Melville, European Data Centre Manager



**"Not Without EMC Enterprise Storage They Won't."**

can make you more competitive, call 01372 224 381.

<http://www.emc.com>

**EMC**  
The Enterprise Storage Company



ONLINE NEWS AND DATA SERVICES • By Joia Shillingford

## Expansion of financial services on the internet

Electronic information providers are gearing up for battle

While Reuters, Bloomberg and Dow Jones battle it out in the dealing room, new entrants are emerging including those offering filtered news services and personalised 'web casts'.

Some information available on the Reuters or Bloomberg financial news-wires is available free on the internet, some of it is available more cheaply; some information is not available at all. The market is lucrative. Revenues from the provision of market data should rise from \$6.5bn in 1996 to \$8.5bn in 2000, according to Dow Jones Markets.

There is a growing number of financial services on the net, plus news services, which include financial information. Among them is Pointcast, which delivers personalised news from the internet to the user's screen-saver at agreed intervals. This can be used to provide prices of selected shares.

As a delivery mechanism, Pointcast is like a Reuters or Bloomberg terminal in that, once set up, information is

'pushed' at the user, rather than the user having to seek it ('pull' technologies).

Share prices, an important feature of Bloomberg or Reuters, can also be gathered from the internet using software costing £79.95 (excluding VAT) from Display IT, a fast-growing UK company. This gives prices delayed by 15 minutes to an hour. For real-time data, subscribers must register with Standard & Poor's Comstock service, which they can do direct or through Display IT.

Alternatively, real-time UK equity prices can be downloaded from Electronic Share Information's site for £20 a month (delayed prices are £5 a month). A number of sites give prices updated at intervals, say six times a day, or just closing prices.

Soon-to-be launched product, FT Discovery for the Web, enables a user to set up a personalised news service based on the Regulatory News Service and AFX (UK) and AFX (Europe) news feeds. FT Discovery will have stories on company performance and on factors that could affect stocks and shares. It will cost £99 a month. Features include a news alerting service, and the ability to get a graphical snapshot of a company's performance using a mouse (via

a bit of Java software).

A number of news filtering services are also available online. These select news stories, based on the user's stated preferences. Among them are US-based Individual's news filtering service and the Broadcast Monitoring Company's daily news alert and briefing service, available on Netscape's web site as part of the In-Box Direct service. This monitors 2,000 press and broadcast sources worldwide.

While competing against Bloomberg and Dow Jones in the dealing room, Reuters also offers a personalised filtered news service, News Explorer. This draws from over 2,500 sources in the Reuters Business Briefing database and Reuters' network of over 1,800 journalists.

Using probability analysis techniques to match news to a personal profile, the software alerts the user, via electronic mail if required, to the arrival of the news items. News Explorer uses UK-based Muscat's Muscat FX search engine.

Reuters Business Briefing is available as an HTML application, which can be used on corporate intranets (private internets). From

early July, it is on the internet, costing £500 a month for up to 20 hours' use.

Alternatively, users can just surf the net for the news or financial data they want. Share prices for the US-based Nasdaq exchange are free on the Nasdaq site, a selection of Reuters stories are available on a number of web sites (delayed by 15 minutes or more) and Bloomberg headlines are updated on its Bloomberg web site and on a number of other sites.

There is also plenty of information free on companies' own web sites, often including their company report or recent financial results. For a typical fee of around a £1 a minute or £1 a story, a number of news archive databases such as MAID and FT Profile are available online. These enable users to search back copies of newspapers, magazines and market research.

However, not all good news/financial services that are available online, are on the net - MAID is, FT Profile will not be till early next year. Most of those not already on the net are moving to it.

Online newspaper sites are another good source of information, such as the Financial Times web site, FT.com, which provides not only the



Terminal progress: long used in dealing rooms and by professional advisers, computers are increasingly helping the general public to make investment decisions. Web sites run by Bloomberg, Reuters and Dow Jones now bring data into the private investor's home

text of newspaper articles, comment and analysis, but also a broad range of financial background information, (see also listings, below).

With so much information available free, should the giants of the financial information services business be worried? Not yet, according to Mr Mike Bloomberg, founder and chief executive officer of Bloomberg.

He says that what is important about Bloomberg

is the content - how information in the public domain is sifted, cleaned and packaged. If someone else offered the same content it would be a threat, but the mere presence of financial information on the net is not a problem.

Mr Bloomberg says: "If you need lots of data from the same place, you'd never choose the internet. The professional market needs a degree of reliability and consistency of speed. But what

the net doesn't quite deliver today, it could in a year.

"The internet is ideal for getting information from lots of different sources and for the consumer and the mobile user," he says.

"Our subscribers can obtain the full Bloomberg service by going to our web site, clicking on the Bloomberg Professional icon and entering the relevant passwords. And, since June 30, the only US dial-up (as

opposed to dedicated line) service we offer has been via the net."

Yet once customers of Reuters, Bloomberg and Dow Jones start to use their full services over the net, it will be easier for customers to switch services than it is today when some users still have dedicated terminals and others have dedicated high-speed lines.

The information giants are not in imminent danger. At present, there is no single service on the internet offering the breadth of news, data and charting facilities they provide to office-based workers. If there was, it would certainly not be free because of the amount of work needed to produce it.

Software-based "intelligent agents" could pull together large amounts of relevant free information for investors from different sites. This could pose a challenge at the lower end of the market. But where high-value deals are going to be carried out on the basis of financial data, brokers will want to know the data comes from an authoritative source.

Mr Paul Waddington, international marketing communications manager for business information, at Reuters says: "What matters is the core skill of gathering the best information." However, Reuters ensures its internet services do not compete with the dealing room.

The internet presents new opportunities for the information giants. They are used to adapting their services to cope with changes in a fast-moving financial market, and should be able to adapt to changes in technology.

The internet gives them a chance to resell parts of their service more cheaply to a different audience: private investors and the general public. Electronic financial services are gearing up for a battle on the net, as well as in the dealing room.

ONLINE FINANCIAL INFORMATION • From among the ever-increasing range of financial data services, here is a selection of 32 key web sites

## How to stay informed via the World Wide Web

Online media sites include:

**FINANCIAL TIMES**  
The FT web site contains online news with comment and analysis, plus vast amounts of business and financial background information for investors and financial professionals. See web site: <http://www.ft.com>

**FTI**  
Financial Times Information: a leading provider of business and specialist financial information. See: [www.info.ft.com](http://www.info.ft.com)

**FTSE INTERNATIONAL**  
The source of all FTSE indices; it also has a subscription service for financial professionals. See: [www.ftse.com](http://www.ftse.com)

**MAID**  
A large archival database containing many publications and market research sources. This is a subscription-based service. See: [www.maid-plc.com](http://www.maid-plc.com)

**CNN**  
The financial network site of the CNN cable TV network, a good source of breaking financial stories. See: [www.cnn.com](http://www.cnn.com)

**WALL STREET JOURNAL**  
The online home of the Wall Street Journal and a gateway to Dow Jones financial information services is available on subscription at: [www.wsj.com](http://www.wsj.com)

**NEWSPAGE**  
Provides current filtered news

from more than 600 sources, sorted into 2,500 news topics, largely related to industry and commerce. See: [www.newspage.com](http://www.newspage.com)

**THE ECONOMIST**  
Editorial and links to the research arm of the Economist Intelligence Unit, the Economist's research arm. Web site: [www.economist.com](http://www.economist.com)

**REUTERS**  
Reuters Business Briefing, a database of more than 2,500 sources, is launched in early July. A variety of other financial information is on the Reuters site: [www.reuters.com](http://www.reuters.com)

**STOCK EXCHANGE SITES**  
The FT's web site, [www.ft.com](http://www.ft.com), provides a link to every official stock exchange. The directory of official stock exchange sites can be found at: [www.ft.com/hippocampus/c18a.htm](http://www.ft.com/hippocampus/c18a.htm)

**EVENING STANDARD CITY PAGES**  
Well-presented City information including stock market prices updated for each of the four editions of the Evening Standard. Web site: [www.standard.co.uk](http://www.standard.co.uk)

**BLOOMBERG**  
This site is useful for financial information on any stock, up-to-date index quotes, market summaries, cross currency rates, and headline news updated throughout the day. See:

[www.bloomberg.com](http://www.bloomberg.com)  
**FEDERAL RESERVE BOARD**  
The home page of the entire US Federal Reserve system with many economic indicators and comprehensive information on US banks. See: [www.bog.frb.fed.us](http://www.bog.frb.fed.us)

**WORLD TRADE ORGANISATION**  
The WTO site has good links to world trade information sources. Web site: [www.wto.org](http://www.wto.org)

**ELECTRONIC SHARE INFORMATION**  
From July, Electronic Share Information will provide real-time option prices from the London International Financial Futures and Options Exchange (LIFFE), on the internet. At present, delayed updates are offered on the ESI personal finance web site. It lists periodic prices for all LIFFE equity options and for the FTSE 100 index option as a free service.

The prices are offered as snapshots of the market, updated every 15 minutes. Web site: [www.esi.co.uk](http://www.esi.co.uk)

**DISPLAY IT**  
Display IT's software product gives brokers and private investors low-cost access to stock market information on the Net, including real-time equity prices. Many investors find it an adequate alternative to higher priced services from the likes of Reuters and Bloomberg. The One-quoted:

company has sold a million licences and plans a Nasdaq listing before the year-end. For more information, see: [www.displayit.net](http://www.displayit.net)

**ETRADE**  
ETrade Group, a US electronic brokerage company, offers securities trading online. It will buy and sell securities online for the following exchanges: NYSE, AMEX and NASDAQ. Web site: [www.etrade.com](http://www.etrade.com)

**EUROPAGES**  
Details on doing business in Europe, useful contacts and economic research. Web site: [www.europages.com/](http://www.europages.com/)

**INSUREMARKET**  
A supermarket for life insurance set up by US personal-finance software company Intuit. See: [www.insuremarket.com](http://www.insuremarket.com)

**LIFFE**  
News, statistics, publications and general information relating to the London International Financial Futures Exchange, or specific product areas within it. See: [www.liffe.com](http://www.liffe.com)

**MONEYLINE**  
This site includes US government bond prices. See: [www.moneyline.com](http://www.moneyline.com)

**MORGAN STANLEY**  
Daily news on financial events around the world; daily performance reporting on over 3,000 indices in 45 countries. See:

[www.ms.com](http://www.ms.com)  
**NYQUOTES**  
Live foreign exchange rates from as little as \$35 a user. US company NYQuotes describes its site as:

"The place for cash market quotes". See: [www.nyquotes.com/](http://www.nyquotes.com/)

**INDIVIDUAL**  
Personalised news alerting service with a particular strength in monitoring news on technology companies. See: [www.individual.com](http://www.individual.com)

**INFORMATION INTERNET**  
Real time quotes from the London stock market. Software must be downloaded from the site in order to use the service. See: [www.info-int.com](http://www.info-int.com)

**MARKET RESEARCH ON COMPANIES**  
Many companies, especially in the US, have lots of useful information on their sites including details of top staff, offices, press releases, products, company history, financial results, and sometimes even photographs of management. So the net is a good place to start if researching a company from scratch.

**BANK JULIUS BAER**  
This site has a quick currency converter, which enables you to convert sterling into virtually any other currency. It also maintains charts on the latest foreign exchange trading, and gives advice

on what positions to take. Web site: [www.juliusbaer.com](http://www.juliusbaer.com)

**QUOTE.COM**  
This US-oriented site provides some real-time information with feeds from Reuters, PR Newswire, Zacks Investment research, NYSE, S&P stock guide, Nasdaq, Edgar on-line and a variety of other data. See: [www.quote.com](http://www.quote.com)

**SHARE TRADING**  
You can invest in mutual funds at low-cost US stockbroker Charles Schwab's site. See: [www.schwab.com](http://www.schwab.com)

**TRADEUK**  
TradeUK, a British Business Park and trade directory backed by the Department of Trade and Industry. It is designed for business-to-business searches for UK products. [www.tradeuk.wits.co.uk](http://www.tradeuk.wits.co.uk)

**WORLD BANK**  
The World Bank site contains research on all areas of the world. See: [www.worldbank.org/](http://www.worldbank.org/)

**WORLD CHAMBERS OF COMMERCE**  
This site provides free listings, enabling businesses to sell their products and services through the international Chambers of Commerce network. See: [www.worldchambers.com/gbchp.html](http://www.worldchambers.com/gbchp.html)

- Joia Shillingford

Your competitors see dirt.

It's easy to be wise with hindsight. Being wise with foresight is what sets winners apart from the also-rans. Those with real vision appreciate the unrivalled growth potential of the Internet. At Internet Dial, we're here to help you fully exploit the Internet, and find new markets and new ways of doing business. To start prospecting for gold, don't head for the hills. head for the phone. Subscribe by September 1, 1997 for our special low rate of £7.50 per month for an individual dial-up service, and save our £20 registration fee too.

FreeCall 0500 200 986  
quoting ref. BWVAD06

# Internet Dial

100% RELIABLE SERVICE • £7.50 PER MONTH INCL. VAT

MERCURY

CABLE & BROADBAND







VIRTUAL FINANCE By Philip Manchester

## The market is wide open

As technology swiftly changes, the new breed of virtual financial institutions is emerging

As Richard Branson's Virgin group sells pensions while Marks and Spencer, the food and clothing retailer, advertises loans on UK television, it all raises interesting questions about what constitutes a 'financial institution' in the 1990s.

A combination of de-regulation, globalisation and advancing technology now means that almost anyone can set themselves up as a 'virtual' bank or insurance company if they have access to capital and know how to manage risk. What was once a nationally-based market, dominated by a small number of well-established institutions, is now wide open. Indeed, traditional financial institutions are at a disadvantage in the new global market.

"We have carried out an exercise for banks around

the world to see what impact network technology and the globalisation of the financial services market will have on them. All other things being equal they don't stand a chance," explains Mr Mark Dickens, worldwide head of financial services for FA Consulting.

"If you look at where they stand in the value chain - banks are furthest away from the customer in the new environment. With the advent of on-line PC banking - or set-top TV access to the network, banks are essentially 'content providers'. Service managers and service providers are much closer to the customer. And, compared to organisations such as News Corporation and AT&T, which are investing on a global basis, national banks cannot afford the investment. This is why established banks are looking for ways to move up the value chain to get closer to customers," says Mr Dickens.

Even the bank's brand name - the traditional sign of respectability and credibility - has only a limited lifespan, he suggests.



New Virgin territory...Richard Branson's move into personal equity plans and pensions has helped redefine UK financial institutions

"At the moment, they still have a window of opportunity that they can still live on because of their traditional position of authority - but this will close very quickly - perhaps within a couple of years. This means that they will only be able to compete on price and by widening their provision of financial services."

Mr Dickens is aware of a bank which is in the process of setting up a partnership

with a consumer-advice organisation to do exactly this. He also points to opportunities for banks to exploit their traditional risk management skills by selling them on to the new breed of virtual financial institutions.

The financial services industry is, of course, 'information-rich' - making it ideally suited to the modern global network environment. Unlike manufacturing where 'real' goods must be assembled and despatched, financial services can operate entirely within the scope of the global electronic network. This will become increasingly evident as customers move to on-line banking via their home PC or a TV set-top box.

The current infrastructure of banks - based on a widely-spread network of expensive High Street locations and a cumbersome, centralised administrative model - is not an ideal starting point to compete in this new global environment.

"The big banks are seeing that their five-year strategies are not holding water because the technology is moving so quickly. The barriers to entry are coming down. As long as you have an identifiable brand name such as Virgin, for example, and good risk management, you can use the technology to put you in any market you want," says Mr John Mattingley, manager of strategic finance accounts at UK software company Logica.

"If you take the example of European Monetary Union (Emu) - which levels the playing field for financial services companies of all kinds - you begin to see the problem. Banks cannot afford to set up marble palaces in every market town in Europe so they must use different strategies."

"Nowadays, you can set up your accounting database and your customer call centre wherever you like. It is easy to see new-style virtual finance organisations cherry-picking the profitable services in this market. Traditional banks and insurance companies must, therefore, find partners that will give them the international coverage they need to compete," he adds.

Some banks are, of course, already experimenting with advanced technology. Mr John Pipe, chief technology officer at groupware specialist Staffware, says that "a major UK bank" is using its software to set up corporate PC banking. "They are looking for ways to bring customers and suppliers closer together by offering credit checking services. Our software lets a customer place orders on-line through the bank which then carries out the checks and passes the order on to the supplier."

This provides a useful model for virtual financial organisations. "It gets the suppliers and the customers to work together through processes that you own. You can of course outsource the whole operation including things like claim checking in insurance or credit checking for loans."

Mr Mattingley from Logica suggests that, in as little as five years' time, the whole face of financial services will have changed as a result of advances in technology. "The new 'push' technologies - which enable you to get to your customers through the network - will be less about traditional banking and more about management of information."

LOOKING AHEAD By Philip Manchester

## Software industry pre-occupied with tough challenges

The year 2000 date problem, Emu and prospects of a global electronic currency are key issues

The world computer software industry has been badly caught out by the problem of the transition from 1999 to 2000. Although estimates vary, the cost of putting the world's software right so that it can handle the change is enormous. Mr Robin Guenier, chief executive of Taskforce 2000, says it will cost \$31bn just to sort out the problem for the UK. Worldwide, the figure could be as high as \$1.5 trillion.

The year 2000 problem can be summed up very simply. Until quite recently, computer software used only two digits to hold the year in data fields. The result is that any date after December 31, 1999, will appear to be chronologically before all existing computer data - which makes a nonsense of any date dependent computer operations.

Software developers lamely argue that much of the software they have created over the past 30 years was not expected to survive as long as it has. It seemed legitimate, therefore, to hold only the last two digits of the year. Now they are feverishly working to put this right so that the world's computer systems do not grind to halt in 2 1/2 years' time.

This is, of course, nothing short of scandalous - especially given that not all software suppliers are genuinely solving the problem - merely postponing it. "I am not enamoured of the software industry at the moment," says Mr Dennis Keeling, a business software analyst and director of the Business and Accounting Software Dealers' Association (Basda). "Although some companies - such as SAP - are taking a very responsible attitude, a survey we made recently shows the majority of software developers are still using a two-digit date. They are getting round the processing problems with alterations to programs that fudge the date so it works."



Dennis Keeling: 'I am not enamoured of the software industry at the moment'

The software can cope with dates up to about 2040 - "but really the whole thing is a cheap fix to duck the problem. And many suppliers are charging their customers to put the problem right, which is not at all acceptable," says Mr Keeling.

While the year 2000 problem is obviously the most serious pre-occupation of the software industry, it is, of course, not the only one. The proposed single European currency also presents a significant challenge to software developers - as, indeed, does the prospect of a global electronic currency for trading over the internet. British Telecom predicted recently that global electronic currency could be in common use as early as 2003. This will mean further changes to the basic accounting software that every company uses to run its business.

Unsurprisingly, software companies are quick to defend themselves and many have changed the way they build software so as to be able to cope with future changes of this kind.

"A global electronic currency could be some way off - but we have to consider it. We have been through the exercise with the Euro and our approach has been to move to multiple currency accounting. We have changed our software so a customer can, for example, invoice in French francs to a supplier in Germany and receive payments in Japanese yen," says Mr Richard Anning, UK product marketing manager for accountancy software company, Coda.

The company has adopted object-oriented design techniques which splits software applications into a self-contained modules. "If you break software down in this way it makes it a lot easier to make changes and cope with changes. We are also working with other accountancy software suppliers through the Object Application Group to specify com-

Continued on next page

INTERACTIVE TV

## Big potential audience

From previous page:

be in more than 10m homes. "There really is a whole new world in retailing and banking just round the corner," enthuses Mr Townsend. "Retailers will be able to reach a huge audience for less than the cost of opening a store on the High Street."

Instead of paying high rents and rates, companies could locate their distribution centres at more convenient sites, he says.

BIB's service providers are reticent about this vision, however. "HMV see interactive shopping as incremental business," says Mr Rowe. "It's not a cost-saving initiative. The idea is that people will still go out and shop for music, videos and games in

our stores," he adds.

The retailer, J Sainsbury insists that, although around 20 per cent of its customers may be interested in some form of "surrogate shopping", there will still be a need for stores. "Many people regard shopping as a pleasurable leisure activity - they prefer to visit stores in person," says the company.

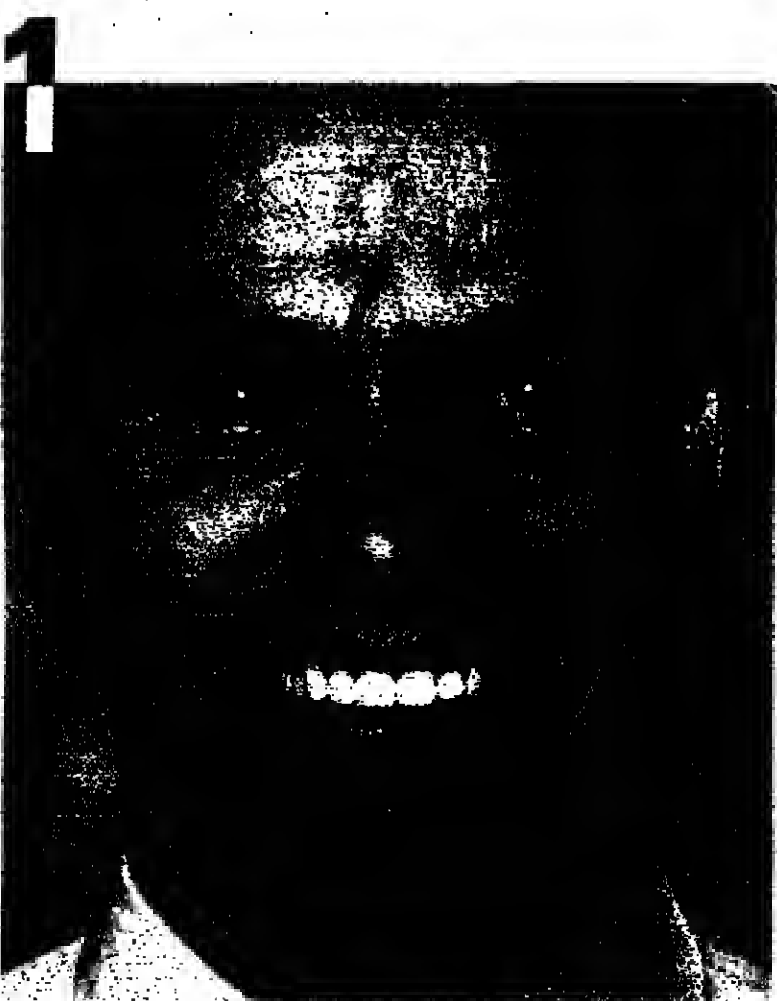
Midland Bank is equally clear that home banking will neither cause the closure of any of its 1,700 branches nor cuts in its 45,000 staff.

"We do not see this development as a substitution for anything at this stage," says Mr Seward. "Customers are still going to want to talk to staff about personal loans, investment products, and so on."

He insists that if customers want branches, then Midland will be on the High Street. Nevertheless, First Direct will shortly be launching an internet pilot, and Midland itself will launch a PC banking product next year. "We're keeping our options open," says the Midland's Mr Seward.

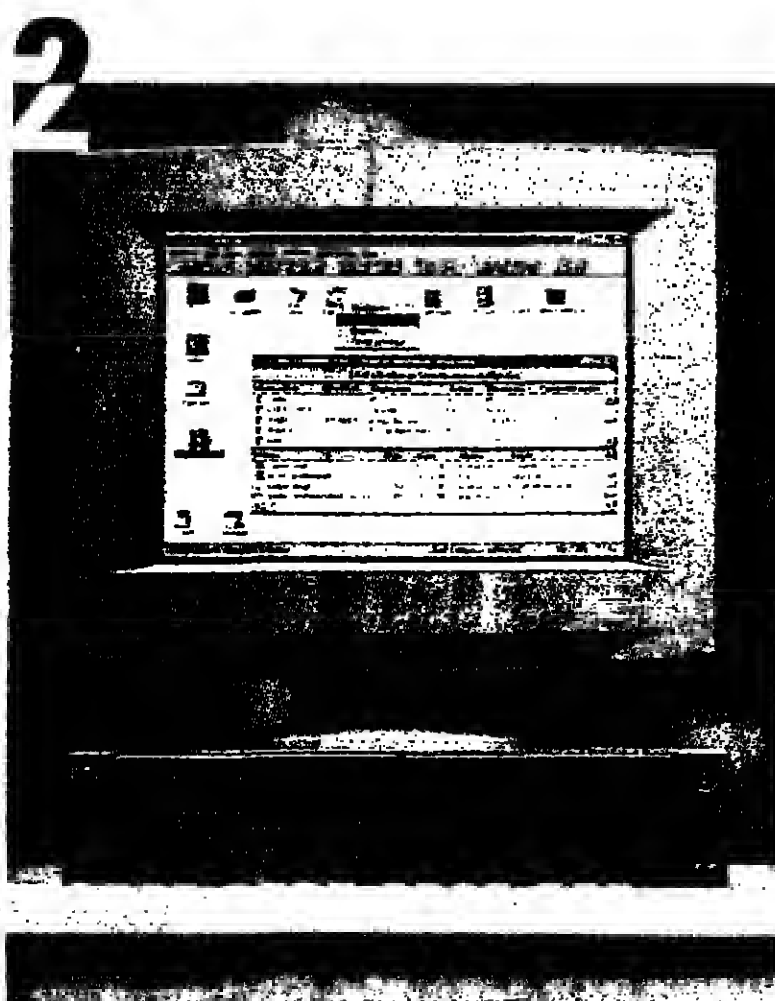
At BIB, Mr Townsend believes the same number of people will be employed in the future, but performing different tasks, such as answering phone calls, and picking-and-packing in warehouses. "Companies will be able to run their businesses far more efficiently," he says. "Interactive television is genuinely going to revolutionise the way we do business."

## SIEMENS NIXDORF



### User

Because ease of computer operation and fast access to the right information are becoming increasingly crucial factors, Siemens Nixdorf has a clear focus: User Centered Computing. Like the user interface: Regardless of whether you're used to windowing or a certain Web browser, only little effort is needed to learn new applications... Because the look and feel remains the same.



### Centered

With "ComUnity", Siemens Nixdorf has developed a new software architecture for component- and network-based solutions. Legacy applications, too, can be integrated into these new solutions. And the point of integration is always the user's workplace. Supported by a broad portfolio of infinitely scalable hardware - From network computers to SCENIC multimedia PCs to high-performance servers.



### Computing

User Centered Computing also means moving beyond technology issues and concentrating solely on the needs of the user. It then makes no difference whether the user is on a private network, an Intranet, or on a public network, the Internet. For more information visit us at Internet: <http://www.sni.de>



# Siemens Nixdorf: User Centered Computing



new

# Merchandise

## daily\*

\*2 patents every 24 hours.

Working round the clock to bring you

fresh Bell Labs innovations.

Just in: New Internet Telephony Servers.

Enable calls over Net using ordinary phones/faxes

(elemedia™ adds great sound).

Plus, 56 Kbps modem chip sets. Can make

accessing Net over regular phone lines 2x faster.

Also in stock: call centre solutions

for small and medium-sized businesses

(many languages and dialects to choose from).

More breakthroughs on the way.

(Tomorrow, the day after, etc.)



We make the things that make communications work.



MERGERS AND ACQUISITIONS • By Nuala Moran

## The headaches of integration

Linking information systems between merging companies is a tough problem, but intranets – or private networks, based on internet technology – can help to ease the difficulties

Companies have turned to intranets as the easy route to link disparate computer systems and unite corporate islands of information. In effect, intranet technology turns out to be a cheap and simple way of delivering the long-sought-after objective of integrated information technology systems.

Which begs the question: if intranets can do this internally, could they be used to smooth the costly, and often bloody, process of IT integration following a merger or acquisition?

While the business case for a merger may be based on factors such as complementary products, good geographical or cultural fit, it will only hold if the computer systems of the two companies can be successfully integrated.

Knitting the IT infra-

structures together will not only be expensive, until the process is completed it will be impossible to exploit the full potential of the merged operation. And as it becomes evident that information may be one of a company's most valuable

assets, the process of IT integration will become more central in delivering the full value of a merger or acquisition.

Mr Dan Collins, director of the network specialist Integralis, says: "Increasingly, systems compatibility and how the hybrid organisation leverages its collective data to give competitive advantage, will matter more than factors such as p/e ratios."

### Merger process

Mr Collins believes that one aspect of intranets that has escaped general attention is the impact they could have in helping to integrate the systems of merged or acquired organisations. "It allows you to base everything on a common web browser interface, and connect back to multiple information sources, whatever make of machine they reside on. Just the fact of having a common user interface could be significant in smoothing the merger process."

Mr Matthew Wall, business unit director for inter-

net and new media at EDS, agrees: "Intranet and internet technology in general will make integration of organisations easier to an extent."

One important benefit will come at the beginning of the merger process when the respective intranets of the two companies could act as a single channel of communication to all staff in the merged organisation.

"Lots of companies have difficulties when they merge in communicating with the staff they are taking over – linking intranets will allow instant sharing of information," says Mr Wall. Even a simple aspect such as the ease of publishing a shared telephone directory would off the merger wheels. Indeed, in deals which take time to ratify, because for example of anti-trust investigations, this method of communication could provide a channel for preparing the ground.

An example is the merger between the telephone companies, BT and MCI, where much of the detailed work on how the merger will pro-

ceed, was carried out using teleconferencing and groupware over the internet. "It certainly can help with the courtship process," says Mr Wall.

Using the internet, two merging companies could also instantly share applications via a web server, without having to modify the applications. Internet technology also makes it possible to deliver new applications without having to change the hardware infrastructure of either partner.

### Core problems

A company which has a policy of growing through mergers and acquisitions could develop an IT template, based on internet technology, which could be fitted on to the IT infrastructure of any company it acquires.

But whatever intranets may do in terms of improving communications and sharing information into a shared resource, they will not get rid of the headache of integrating the main back-end processing

systems. "Intranets will make IT integration easier, but they won't solve the core problem," says Mr Wall.

Mr Kevin Green, a director of Oly Systems and Services – who has worked on such heavy-duty IT integration projects as the Abbey National and National Provincial building societies, and the Halifax and the Leeds building societies – agrees.

"Two banks that did nothing but PC banking on the internet would still have the problem of integration of different host systems. So, while intranets may help with some of the cultural issues, I don't think they would be a major boon to easing the paths of mergers and acquisitions."

Mr Collins says: "I'm not suggesting that if you use intranets, everything is easy and simple. You still need sophisticated skills and tool-sets to make it work. While it is still complicated to integrate the back-end, it is easier for the users because the user-interface is consistent."

CASE STUDY • The Alliance &amp; Leicester

## UK pioneers in home banking

Thousands of customers will help test a new PC-based service, writes Michael Dempsey

The Alliance & Leicester, the £2.8bn UK financial institution that changed its status as a building society and converted to a bank in April this year, is now pioneering developments in home banking technology aimed at putting it ahead of rival services.

The shift from building society to bank was part of a larger migration in the British financial sector. With the Halifax following suit to become the nation's largest bank in June, the pressure is on to attract and retain customers in a highly competitive marketplace.

Customers who remained with converting societies in order to qualify for windfall share allocations now need an incentive to stay with the new bank. UK banks and building societies are engaged in a massive round of mail shots and national advertising campaigns, based around interest rates and aimed at luring these new shareholders away from their old building societies.

Mr Tony Barker, manager of direct financial services at the Alliance & Leicester, thinks the solution to this evolving situation is to take the bank to the customer. "I do a lot of my financial affairs on a Saturday evening," he says.

Mr Barker is responsible for a new, six-month technology trial which the Alliance & Leicester hopes will put it in front of rival banks. Some 2,000 of its customers have agreed to take part in a home banking operation using personal computers to conduct day-to-day transactions.

The vehicle for this service is a system developed by Italy's Olivetti and refined in Denmark where SDC, the clearing house, has more than 60,000 customers using the product, named E Bank.

Under a new identity of Oly, the wholly-owned services arm of Olivetti, E Bank is now being pushed as a cost-effective tool for banks across Europe. Mr Nick Gill, consulting services manager with Oly UK, explains that while internet technology provides the communications backbone for E Bank,

the delivery mechanism is a closed loop between Alliance & Leicester and its customers.

Mr Gill is admirably relaxed about IT terminology. "It's a virtual private network – or an intranet – call it what you will."

BT provides the E Bank network for the customer, but by acting as an internet service provider (ISP), the bank can guarantee both security and speed of response. Bying in its own capacity means Alliance & Leicester guarantees the bandwidth available for the home banking service, sidestepping common complaints about slow Internet response times.

Security is always cited as a prime consumer objection to personal financial transactions across Internet-related services. Both Alliance & Leicester and Oly claim to offer an impenetrable level of encryption for signals. It is ironic that this came about courtesy of US restrictions on the export of algorithms that provide a very high level of signal encryption.

Alliance & Leicester already has a pedigree in direct banking

Faced with Washington's refusal to authorise the overseas sales of sophisticated coding keys, Olivetti staff in Copenhagen joined forces with SDC to devise an independent level of encryption that Mr Gill claims would take a vast computing resource "an infinite time" to crack.

Users of the £500,000 Alliance & Leicester service need a Windows PC and modem. Mr Gill says both Oly and the bank decided to allow a broad level of access to E Bank. "Some home banking services are constrained to people using Windows 95, but you can access our service from Windows 3.1."

Mr Barker describes E Bank as primarily PC-based, with the bank's own servers linked into customer databases resident on Tandem and IBM hardware. He is adamant the service will be on offer to all of the bank's 8m customers when the trial is complete.

Alliance & Leicester already has a pedigree in

direct banking, and inherited a huge electronic banking infrastructure when it bought the state-operated Girobank in 1990.

Girobank is now Alliance & Leicester's commercial banking arm, processing £73bn in 1996. Its telephone banking service for personal customers was adapted from the Girobank service, which also handles state social security payments on a commercial basis.

Mr Barker says E Bank "is a logical extension of what we do already. We've been in direct banking longer than anybody else in the UK." The bank will not be taking on any new staff to run the service, since Mr Barker believes today's personnel and systems that handle telephone banking can cope with the move onto home PCs. The £500,000 spend on E Bank is dwarfed by Alliance & Leicester's £15m Branch Equipment Replacement Programme. Known as 'Berp', this will involve installing compact PCs, running Oly software, right across the bank's 338 branches between October 1997 and March 1998.

New flat-screen monitors for teller positions – that allow the display to be rotated in the direction of other staff and customers – are included in the order, as are new laser printers and help-desk services to beef-up staff exploitation of IT.

The idea is to present the most efficient and user-friendly face possible to a customer-base whose loyalty will be tested by fierce interest rate and service competition in a world of newly-demutualised building societies fighting to establish their status as leading banks.

Beyond the positive impression that Alliance & Leicester hopes will be created by Berp, is an emerging policy of trying to push computer processing out of the smaller branch and into local or national hubs. In theory, this should leave staff to concentrate on customer relations. But the financial sector in the UK has seen big staff cuts as banks try to slash payrolls. In common with its rivals in a turbulent market, Alliance & Leicester is using technology as a part of a larger balancing act, fighting to reduce costs while avoiding alienating customers. And the threat that windfall shareholders may choose to move their accounts is clearly a potent force.

NEW-STYLE AUTOMATED TELLER MACHINES • By John Kavanagh

## Keeping pace with demands

Self-service customers now expect convenient ATM access, everywhere

The biggest operator and marginally the second biggest owner of self-service automated teller machines (ATMs) in the US is not a bank but an IT services group, Electronic Data Systems.

It operates 11,000 machines on behalf of banks and owns 6,000 of these. It is also one of the more imaginative operators: it runs video advertisements of just three to five seconds during the time a machine needs to handle a transaction and print a receipt – and charges advertisers \$200 a month per machine. In addition, it has persuaded banks to offer unsecured loans of up to \$5,000 through the machines and pay the money instantly – and it gets \$20 for each loan granted.

These developments in terms of ownership and customer services provided through ATMs are set to continue as technology keeps pace with change, not only in customers' life styles and expectations but also in the financial services market, where centuries of banking tradition are being shattered by competition from previously unimaginable sources, most notably supermarkets.

Indeed, a third of ATMs in the US and 11 per cent in Europe (7 per cent in the UK) are no longer at branches but in other public places, such as airports and shopping centres. The trend is this way: in the UK, nearly a third of new ATMs go to sites away from branches.

These trends are bringing growth of more than 10 per cent a year in the number of



NCR's Persona cash machines are small enough to sit on the end of a bar. Other new-style ATMs now offer wider facilities, replicating financial services with touch-sensitive screens, sound, text, graphics and videophones

machines in Europe, according to Retail Banking Research. In the UK, ATMs accounted for 80 per cent of cash withdrawals last year.

"Consumers are now saying that their bank branch is not necessarily the most convenient place for banking business," says Mr Bob Trantomano, a vice-president at NCR, the world's biggest supplier. "They want access everywhere: where they live, work, shop and play."

People are also prepared to pay for this convenience, through small fees for using ATMs not owned by their own banks. In fact, banks see a business opportunity and even a necessity here: a US study by Forrester Research concludes that such charging will be the main spur for growth in numbers of machines installed away from branches. Forrester says a 50 cent charge halves the number of transactions needed

for an ATM to break even and gives banks an opportunity to get at competitors' customers.

Almost 40 per cent of banks interviewed said generating revenue was the main impetus for their future ATM strategy; this was ahead of cost savings (33 per cent). In addition, 11 per cent mentioned the aim of winning new customers and a similar number the opportunity for marketing products.

ATMs also suit banks in their traditional routine activities: transactions through a machine typically take only 30 seconds – and cost four to eight times less than business across the counter. Banks are seeking to close expensive high-street sites but still need to offer customers convenience: ATMs are one answer, especially as technology enables them to replicate many of the services of a branch.

Basic facilities just emerging include the recycling of deposits, so that notes entered can be paid out to subsequent customers, reducing the need to refill the machine, with all the cost and security implications.

Image processing of deposited cheques is being considered so that customers can get a printed copy as a confirmed receipt. Mr Trantomano at NCR says people will be able to use ATMs to load

cash credits onto electronic cards, exchange national currency for euros, and do other, similar conversions.

Nationwide Building Society in the UK is going further, replicating virtually all branch services with 10 machines combining touch-sensitive screens, sound, text, graphics and videophones. The project enables it to concentrate expert staff in one location instead of trying to provide specialist advice through every branch.

Customers can enquire about mortgages, loans, insurance and savings accounts. They can find out how much mortgage they could get, and the repayments, plus calculations on the return on their savings. There are video clips on the role of solicitors and surveys in home buying. Personal contact with a human is possible through a videophone link to staff at the head office.

Such facilities are some way off for most financial institutions: the Forrester study shows that more than 80 per cent of transactions in the US are still just cash withdrawals. In Europe, 98 per cent of machines offer no more than this in any case, and only a fifth handle bill payments and just over a third accept deposits and print mini-statements.

Observers say, however,

that new competition will force banks to invest in extra self-service facilities, ranging from selling investment products to taking orders and printing theatre and travel tickets, and to continue looking for new ATM sites. Those sites might need to house two machines, one for quick transactions and one for more complex business.

"Banks traditionally had relationships with their customers, but new life styles and the demand for convenience have reduced customer loyalty," says Mr Trantomano at NCR.

Retailers are now entering this market, and they are working hard at relationships and loyalty, too. "They are already good at gathering masses of data on individuals' buying habits – and they have prime locations, he adds in confirmation of Forrester findings that ATMs are becoming an important medium for promoting brand image and winning – and retaining – customers through convenient automated services.

"If banks see a relationship with a customer as just a series of transactions, they can lose the benefit of their strong brand images," he says. "The way loyalty is going right now, banks might just find their customers are switching to doing business with a supermarket."

## Obstacles likely to delay launch of global electronic currency

From previous page:

mon interfaces between different products.

Other suppliers are taking the same approach as Coda and using object-oriented design in anticipation of the potential changes to accounting practice that could result from moves to a global electronic currency.

"In 1993, we completely re-engineered our packages using object technology. Changes such as those for the year 2000 and ERM have made this essential. Future changes in areas such as taxation and accounting for multiple currencies present even more challenges," says Mr John Crooks, UK managing director of Norwegian accounting software developer, Agresso.

UK accounting software developer Pegasus Group has also re-engineered its packages – although sales and marketing director Mr

Chris Leak does not see a global electronic currency happening for quite some time.

"We have changed the way we construct our software so it can handle change better. But I don't think electronic trading is a technology issue; it is more to do with standards and they are not there yet."

"If you look at electronic data interchange (EDI) for example – we have had it for years, but there are lots of different standards which have slowed its acceptance. We need the banks to accept common standards for electronic trading to really take off."

While standards are the key to global electronic trading – in the same way that they were to the growth of the internet – they are unlikely to evolve by design. Mr Geoff Beeson, a principal consultant at PA Consulting specialising in global pay-

ment systems, says there are political and cultural obstacles which will slow progress.

"I can't see a global electronic currency emerging from agreements between countries. If you take ERM as an example – the story goes back to the 1960s and there still isn't agreement between the key players. If you extend this to a global market, it is even more complicated and there are many unanswered questions."

"Who guarantees the electronic currency and how can people be sure it's stable? How does real cash compare to digital cash? Who fixes the exchange rates?" It will be some time before electronic currency becomes as important as the dollar or the Deutschmark. But at least this time the software industry is thinking about the problem and should not be caught out as it was with year 2000.

Receive your own copy by post



Subscribe to the FT Review of Information Technology and make sure of receiving your own copy by post of Britain's leading IT review. All prices include post and packing:

	UK	Europe	Rest of World
Five issues	£8.50	£14	£26
Ten issues	£16	£26	£50

For further details, or to place a credit card order, phone 0171 538 8288 (UK callers) or +44 171 538 8288 (overseas callers)

You only can also subscribe by cheque or postal order for the above amounts payable to Financial Times Ltd. Please write or send business card with your payment to:

Terril Sanderson  
Subscriptions Department  
Financial Times  
Number One Southwark Bridge  
London SE1 9HL

The Financial Times Review of Information Technology is published ten times a year: February, July and September to December, inclusive. Issues appear with copies of the Financial Times on the first Wednesday of each month. Postal subscriptions are delivered as soon as possible after this date.

**NOW WITH x2!**

**BE THE FIRST TO BE THE FASTEST WITH THE NEW SPORTSTER FLASH**

**WAS £229 NOW £199** (RRP £229) (EXCLUDING VAT £174.36)

Sportster Flash is the latest addition to the World's most popular modem range. Incorporating Flash ROM memory, Sportster Flash users will be able to download future upgrades, such as the ITU-T 56K standard, directly from the U.S. Robotics BBS as and when they become available.

x2 allows you to download information from the internet at up to 56Kbps – that's almost twice the speed currently available.

- E-mail, fax, and voice facilities.
- Data speeds of up to 33.6Kbps.
- Internet ready – free trials included: Virgin Net, Netcom, AOL and CompuServe.
- Cables & connectors included.
- Free Lifetime Technical Support.
- BART approved and 5 Year Warranty.

**Sportster Flash** 56Kbps

Suppliers of x2 Technology at 56Kbps: Netcom, Cable Online, AOL, UUNET, PFW and CompuServe all use U.S. Robotics equipment to provide their On-line Services

**U-Robotics** FREEPHONE: 0800 146805 [www.usr.co.uk/dtel/](http://www.usr.co.uk/dtel/)

**Sportster Flash** 56Kbps

PLEASE SEND ME FURTHER INFORMATION ON THE NEW SPORTSTER FLASH 56Kbps FAX/MODEM

Mr/Ms/Ms Initials \_\_\_\_\_

Title \_\_\_\_\_ Company \_\_\_\_\_

Address \_\_\_\_\_

Postcode \_\_\_\_\_

Tel \_\_\_\_\_ Fax \_\_\_\_\_

☐ Please tick this box if you do not wish to receive information on other products or services

U.S. ROBOTICS LIMITED, 220 WHARFHOUSE ROAD, WINDHAM, NEW HAMPSHIRE 03094-0001, USA. TEL: 01 16 922 82 00 FAX: 01 16 922 82 55



هكذا من الاجل



## IT in finance / The Open Group Awards

FT-IT 11

SOFTWARE APPLICATION: BRITISH AIRWAYS • By Rod Newing

## Airline's accounting system brings big benefits worldwide

British Airways' new financial processing system will enhance productivity in 65 overseas offices

In retrospect, selecting mainframe software "was a better decision than we could have known at the time," says Mr Ben Caswell, director of what is called 'the finance change programme'. "Since then, we have adopted a strategy of further centralisation of financial transaction processing, for which it appears completely appropriate."

As part of its continuous focus on cost-efficiency, British Airways Finance wanted to dramatically reduce processing costs and radically increase the quality of its output. The function was putting too much effort into processing and not enough into analysis. Its mainframe-based general ledger system was technically out-of-date and was not year-2000 compliant.

The general ledger chart of accounts had not been changed for at least 20 years and was not used worldwide. "It was a big problem, because it didn't allow us to carry out the financial analysis which we needed," says Mr Caswell.

The decision to implement new general ledger, payables, purchasing and reporting systems was made late in 1994. The airline decided on a mainframe solution because of its centralised finance organisation, the number of users of the sys-

tem, the transaction volumes and the number of feeder systems which were mainframe-based.

Walker International's Tamaris product was felt to be closest to British Airways' technical architecture. For much of the management and financial reporting, Mr Walker suggested using Easbase, a multi-dimensional database which works in conjunction with spreadsheets and other front-end tools. Its performance can be tuned specifically for information retrieval and access rather than for the transaction processing of the ledger.

At least 150 people were involved in the project which took two years to implement, a timescale that reflects the diversity of requirements in an airline, which is a large and centralised organisation.

British Airways now finds it much easier to access general ledger data. The new systems empower the line business areas to take more ownership of the financial information that the organisation holds. "It assigns clear accountability for the validity of source transactions and provides access to financial information in a style and format managers feel comfortable with so they can understand their finan-

cial position," says Mr Caswell.

"They now know what the total amount they spend or receive has been and, for the first time ever, can go through to the source transaction to understand what has given rise to that financial performance," says Mr Caswell. "That allows them to make better-informed decisions and to communicate much more effectively around the organisation when trying to address issues of financial performance."

"This is particularly critical in the airline industry which has relatively low margins, so tight financial management is important."

The project has had a big impact on British Airways as a company because it has provided a framework for centralisation of financial transaction-processing that will result in very significant savings to the organisation.

"The benefits from it far outweigh the costs in terms of direct savings and productivity improvements," says Mr Caswell. "More important are the benefits in terms of the better information it gives to the business people to allow them to manage their financial affairs more effectively."

"We have a target of achieving £1bn pounds of annual running savings by



British Airways' passengers check in at Heathrow. The airline industry has relatively low margins, so tight financial management is important: the benefits of BA's new software system far outweigh the costs in terms of direct savings

the year 2000," explains Mr Caswell. "The new systems are a key set of tools to identify our progress towards that target and make any necessary changes required to ensure that we achieve it."

Mr Caswell's team is currently investigating in detail how they can roll-out the new system worldwide to the airline's 65 overseas offices. This will allow their transaction-processing to be centralised in the UK. For instance, all invoices would be sent direct to Britain by suppliers.

However, paper handling will be eliminated wherever possible by the use of electronic data interchange (EDI), self-billing and assumed receipt.

"We set out three years ago to have the most time-efficient, easy-to-operate and control-integrated financial systems and processes in the industry," concludes Mr Derek Stevens, chief financial officer at British Airways.

"The new systems will set us well on our way to achieving this."

## Awards for software and service companies

The winners of Universa 97, the pan-European software awards were announced at the Pavillon d'Amsterdam in Paris last month. The event - presented by the Open Group, and sponsored by ICL, SCO and Siemens Nixdorf, in association with the Financial Times and Computing magazine - recognises the achievements of software and service companies in leading and facilitating the practical implementation of open solutions by their clients.

The category winners of the 1997 Open Group Software Awards are:

System software award: Citrix Systems.

This company has captured a leadership position in the multi-user, application server software market with its thin-client/server approach to enterprise computing. Founded in 1989, Citrix has become one of the fastest growing companies in the US. Its flagship product, WinFrame, enables organisations to achieve 'lower-cost application ownership' through the deployment of business-critical applications over heterogeneous computing environments, without loss of applications performance, data security or administration control.

Information society award: INTOUCH with Health.

This is a kiosk-based health information service, designed for public use in doctors' surgeries, hospitals, pharmacies and the workplace. Brann, the commercial force behind INTOUCH, is a 720-employee, £40m turnover communications company. The company uses an interactive multimedia development team of 20 specialists and has bases in Cirencester, Bristol and London.

Business application award: Systems Union.

This is one of the world's top ten suppliers of client/server financial and business software, consultancy and support to mid-market companies and public sector groups. The company has the world's highest number of



accountancy solutions implemented on Microsoft SQL Server.

Internet commerce award: Atlas Product International.

API specialises in software and consultancy relating to electronic commerce. The user-base now exceeds 1,500 companies in more than 28 countries. Products are available on a wide range of platforms, thus emphasising the company's commitment to 'open systems'.

Innovation award: Lernout & Hauspie Speech Products.

L&H is an international leader in the development of advanced speech technology for various commercial applications and products. The company's world headquarters is in Leuven, Belgium. The company's three core technologies - automatic speech recognition, text-to-speech and digital speech - are licensed to some of the world's best-known telecommunications companies.

Newcomer award: Telex Communications.

This is a value-added services supplier and distributor, specialising in local and global electronic mail, Internet and Intranet solutions for networked communities. The company, based in Maidenhead, Berkshire, is one of the UK's leading suppliers of electronic messaging services.

Continued on next page

## FT-IT DIRECTORY • FT-IT DIRECTORY • FT-IT DIRECTORY • FT-IT DIRECTORY •

**1 SANDERSON**  
Tel: 0114 282 7777  
Fax: 0114 282 1340  
E-Mail: Sean.H@SanderSon-cbt.co.uk

*For Premier Computer Solutions*

SanderSon is the UK's premier open systems supplier of computer solutions and related technology and networking services with 15 offices in the United Kingdom and operations in Australia, USA, New Zealand and East Asia. SanderSon has developed and owns an extensive portfolio of software packages for a wide range of industries and applications including:

Manufacturing	Local Government	Logistics and Distribution
Processing Industry	Schools & Colleges	Hotels
Direct Marketing & Mail Order	Fleet Management	Solicitors
Finance and Distribution	Airports	Production Monitoring
Printing Industry	Financial Management	Insurance
Media Industry	Healthcare	Police & Security
Credit Management & Collections	Multimedia & CBT Training	Document Image Processing

Geographical Coverage: International

**SANDERSON**

**2 Pegasus Software Ltd**  
Orion House, Orion Way, Kettering,  
Northants, NN15 6PE  
Tel: 01536 495000 Fax: 01536 496091  
Website: http://www.pegasus.co.uk

Pegasus is one of the leading suppliers of accounting and business software in the UK. Pegasus Open integrates the finance function with management information. Add Integrated Contact Management via Pegasus Connection; Manufacturing from Pegasus Operations; Electronic Commerce with Pegasus Edition; Retail Solution from Pegasus PayPoint for a total business solution. For small and growing business we have our Windows based Capital Family of products.

Hardware/Compatibility  
DOS, Windows or  
Networking solutions

**PEGASUS**  
Business Software

**3 Cincom Systems Ltd**  
The Cincom Building  
99 King Street, Maidenhead,  
Berkshire SL6 1DP  
Tel: 01628 542301 Fax: 01628 542350  
http://www.cincom.com

TOTAL Framework from Cincom Systems is the world's first and only Rapid Application Customisation (RAC) environment - allowing you to create robust, production-capable and fully adaptable applications by separating process logic from application logic, data access logic, and the view layer - "Build once, use many!"

With 6000 customers in 72 countries Cincom has been helping forward thinking organisations operate more efficiently and profitably for over 25 years.

**CINCOM**

**4 Rational Software Corporation**  
Olive House  
18 Marina Parade, Brighton  
East Sussex BN2 1TL  
Tel: 01273 624814 Fax: 01273 624364

Rational Software Corporation develops, markets, and supports a comprehensive solution for automating the component-based development of software systems that enterprises depend on. Rationally includes an integrated family of products that automate software development, a software process that can be configured to the specific needs of customers, and a range of consulting and support services.

Rational's comprehensive product line includes the Rational Rose family of visual modelling tools; the SOA Suite of client/server testing tools; Rhapsody for capturing and managing software requirements; SOA for automating software development; generative SOA for automating software development; and the Rational Summit family of component management and business management tools. The Rational Apex family of integrated programming environments, Rational supports major implementation technologies and programming languages, including Visual Basic, Visual C++, Visual J++ PowerBuilder, Fortran, Pascal, C, C++, Java, and COBOL. Rational's products are available individually or as part of integrated, multiproduct packages. For more information on Rational's products and services, visit Rational's Website at [www.rational.com](http://www.rational.com).

**RATIONAL**  
SOFTWARE CORPORATION

**5 Software Architects International Ltd**  
Enterprise House, National Technological Park,  
Limerick, Ireland  
Tel: +353 01 336110 ext 4194 Fax: +353 01 336620  
Email: [sai@saile.com](mailto:sai@saile.com) Website: [www.saile.com](http://www.saile.com)

SAIL is a specialist company focused on cash and treasury management. The suite of Cash Management Client/Server products include:

Cashflow	Electronic Banking	ITEMS
FEEDBACK	Treasury Workstation	

By combining the proven functionality of Cashflow, Electronic Banking and Treasury, SAIL can provide customers with an integrated solution for cash management and financial accounting.

Hardware/Compatibility  
NT/PC  
DEC ALPHA  
HP9000  
IBM PS/5000  
IBM AS/400  
OS/400

Geographical Coverage: International  
Applications: Cash Management, Electronic Banking facilities & full Treasury Management functionality  
Cost: Dependent upon specific requirements

**software**  
INTERNATIONAL

**SOFTWARE THAT POLICES NETWORKS, JOINS FIGHT AGAINST HACKERS AND FRAUDSTERS**

Protocop, a powerful network policing tool capable of enhancing the security of financial institutions, government departments and major commercial organisations, is now available from ODS Networks, provider of managed LAN networking solutions. According to ODS Networks, around 70% of all Web sites today are vulnerable to attack. The number of organisations admitting they have suffered from Internet-related threats such as viruses and security breaches is on the increase. A recent survey carried out by Dan Farmer, an independent researcher in the USA, revealed that the Web sites of many of the world's banks and credit unions are vulnerable to outside intruders. This means that their networks are in danger of security breaches which, in the most serious of attacks, can lead to the deletion of a file or even the entire system crashing. The survey revealed that, of the 660 banks whose web sites were scrutinised, 68.33% were vulnerable to attack. Out of the total 1734 web sites tested from industry sectors including banks, credit unions, US federal sites and newspapers, two thirds had significant security problems. One third of these could be broken into with almost no effort at all. Protocop is like having a surveillance camera permanently monitoring your network. It has the ability to detect security leaks and breaches in and around firewalls, log and monitor Internet sources of conversations, sessions, attempted and successful break-ins. It will also identify system hackers, trace foreign addresses identifying possible security risks or hackers, and monitor all internal transactions for curious traffic patterns. Most organisations do not have the resources or expertise to monitor their own critical systems effectively. However, with Protocop, network managers can have complete control of their entire network in cost-effective solution. Protocop works with any SNMP-managed device to provide a top-down view of a network, gathering data from thousands of SNMP and RMON devices. In a relational database application environment, Protocop analyses and correlates the network data and then inserts it into its database. The system correlates data from

hundreds of protocol analyses, automatically correcting those minor events that do not require human intervention. Data is displayed on a centralised console in the form of a report that can be easily customised to meet end user requirements. Protocop is an SNMP data collection engine, with integral network discovery, and summary reports based on SQL queries to the attached database. Unlike physical oriented products, Protocop stores all similar data from all agents in about 300 database objects. These database objects contain full support for all standard SNMP MIBs such as MIB-2, RMON, RMON-2, FDDI, ATM and many others. Protocop also supports network management interfaces from any manufacturer (Cisco, Bay Networks, Cabletron etc.) supporting SNMP, MIB-2, RMON, RMON-2 and third party enterprise MIBs.

ODS Networks

**ODS**  
NETWORKS

For further information contact:  
Laurence Martin, ODS Networks (UK)  
Unit 1 Ancells Court, Ancells Business Park, Fleet, Hampshire GU13 8UY  
Tel: 01252 812030 Fax: 01252 812040  
Email: [laurencem@ods.co.uk](mailto:laurencem@ods.co.uk)  
<http://www.ods.co.uk>

**7 HTEC**  
305-5 Portsmouth Road  
Southampton SO17 2LD  
Tel: (+44) 1703 581555  
Fax: (+44) 1703 671173

HTEC serves the retail/financial markets providing turnkey solutions for magnetic/smartcard based customer loyalty schemes, EFT, POS and information delivery.

HTEC - market leader in electronic loyalty across Europe and North America, offers total solutions from design to installation, including data extraction, polling and maintenance.

Geographical Coverage  
Europe and North America

**HTEC**  
Information Systems

**8 Enterprise**

'Enterprise' is the first true 32-bit Client Server accounting system for Win95/NT, which also has an optional DOS interface, both of which have full multi-currency, open period, powerful drill-down and drill-across features.

Contact: Exchequer Software Ltd  
Tel: 01202 298088 Fax: 01202 298801

**10 Infinium Software**  
Crosby House, Meadowbank, Furlong Road,  
Bourne End, Bucks SL8 5AU  
Tel: 01628 850850 Fax: 01628 850249  
<http://www.infinium.com>

Infinium Software offers a comprehensive suite of business systems, which take into account the requirements of complex national and multinational organisations. Using client/server and object oriented technologies to provide easy-to-use applications, and full integration with popular PC packages.

Infinium Software has over 1400 clients world-wide covering all business sectors and is today, one of the leading providers in its field.

Hardware Server - IBM AS/400, Microsoft Windows NT Client - OS/2, Microsoft Windows NT & 95

Geographical Coverage: UK, Mainland Europe, USA, Australia, Asia, South Africa

Applications: Financial Management, Materials Management, Human Resources, Process Manufacturing

Cost Entry price level - £25,000

**11 WALL**

Wall Data® is a market leader in the development, marketing and support of connectivity and application software.

The product range, including RUMBA® and ARPEGGIO® software and ONESTEP® service, provides business users with the ability to access data or applications and publish information from anywhere in the corporate enterprise or Internet.

For information: Tel: 0181-476 5000 or [www.walldata.com](http://www.walldata.com)

**9 MDS**

**MDS Marketing (UK) Ltd**  
Tel: 0181 884 4904 Fax: 0181 884 0750

**LAPTOP and NOTEBOOK battery packs for all models**

Please contact us to receive our latest catalogue showing all our portable power solutions

A12 Hastingwood Trading Estate Harbet Road  
Edmonton London N18 3RR  
email: [mcbattery@compuserve.com](mailto:mcbattery@compuserve.com)

**12 3Com**  
3Com UK Ltd, Pacific House, Third Avenue  
Globe Park, Marlow SL7 1YL  
Tel: 01628 897 000  
Fax: 01628 897 003

3Com Corporation has helped over 25 million people gain access to critical information through high speed networks. At the heart of the company's vision is global computer networking, linking large businesses, small offices and homes through its industry-leading Asynchronous Transfer Mode (ATM) and switching products. 3Com's customers include Scottish Power, which has just installed the largest ATM network in the UK. Microsoft and educational institutions including Oxford and Dublin Universities.

Geographical Coverage: Worldwide  
Applications: All sectors

**3Com**  
Networks That Do the Talking

**FT-IT DIRECTORY INDEX**

Page 11

Accounting & Business Solutions	1	Finance Management	10
Accounting Software	2, 8	Financial Software	5
Computer Networking	12	Networking Solutions	6
Connecting & Application	11	Payment	7
		Portable Power Solutions	9
		Software Development	3, 4

For further information regarding advertising please call Frederick Henry-Oke on Tel: +44 (0) 171 591 2400



12 FT-IT

IT in finance / views from the top

INTERVIEW • Rod Newing talks to Tim Berners-Lee, inventor of the World Wide Web

# Internet explosion: the story of a 'slow bang'

When Tim Berners-Lee invented the World Wide Web, there was no great interest. Today, it heralds an era of worldwide electronic commerce

The World Wide Web, the graphical interface layer that has brought about the Internet explosion, was born in total apathy. It was invented by Mr Tim Berners-Lee, then a programmer-physicist at the European Centre for Nuclear Research (CERN) in 1989. He circulated his proposal, which would dramatically change the world, but received no comments back.

He re-circulated details in May and still received only a few comments, so in September, 1990, his boss, Mr Mike Sendall, suggested: "Why not just go ahead?"

Mr Berners-Lee bought a NeXT computer, produced a Web server and graphical browser and editor and the rest is history.

The problem that Mr Berners-Lee was trying to solve was information loss. "Our computers produced paper information," he explains. "The information was electronically available, but we couldn't get at it."

The documentation system at CERN was diverse and operated on a range of different incompatible computers.

Documents could be anywhere on the network, in any format or structure, which frustrated the physicists.

Mr Berners-Lee invented the concept of an abstract 'information space' into which a document would be put. Each document needed a simple identifier that tells a computer where it is to be found. The information space would be populated by lots of different formats.

"Anything can have an identifier, therefore a Web page link can point at anything," says Mr Berners-Lee. "An information space could contain a cheque, shipping list, encyclopaedia or the constitution of the United States."

The World Wide Web, known as the Web, consists of a global series of linked pages, which are both information spaces and provide links to other information spaces. The concept, called 'hypertext', had existed before in software help systems, but only within the same document set.

Mr Berners-Lee recognised that putting the Web into the public domain was important and spent 18 months persuading CERN to sign away their rights to his invention. "For it to be widely adopted, it needed to be developed and extended with impunity," he says. "If I had made the Web into a product, it would have been in somebody's interest to make an incompatible version of it."

He points this out without mentioning any names.

Once in the public domain, use of the Web has multiplied by ten each year, in what Mr Berners-Lee describes as a "slow bang". Mr Berners-Lee sees the initial development of the World Wide Web as successively encompassing four separate markets. Web publishing was the first market to take off, creating free public global information, although Mr Berners-Lee points out that it does not have to be free, public or global.

The intranet (private network) market, based on Internet technology, is still developing, allowing people to work together in business processes. The electronic commerce market is about to take off and will be followed by education and training,



Berners-Lee: he believes that the World Wide Web is fundamentally 'a platform for other things to come'

which he believes is important because of its traditional lack of funding.

Mr Berners-Lee has since left CERN to become the Director of the World Wide Web Consortium, known as

W3C, (see box, below). He defines the goals of the Web as being to create personal empowerment, to promote social efficiency, understanding and harmony and to exploit computing power in

real life. Asked about the future, Mr Berners-Lee believes that the Web is fundamentally a platform for other things to come, but is vague about what they will be. "If we know what the future is, we aren't looking far enough ahead," he believes.

"The more general the Web, the more powerful and diverse the applications can be, but I don't know exactly what they are going to be. They will be powerful, fast and reliable and will cater for their legal implications. They will be part of society and society will be part of them. We will be able to build whole new worlds, but we must address the type of society we can build in an information space."

Clearly, there is a danger in such a revolutionary change that the Web is bringing about, but Mr Berners-Lee is an optimist. "We are building applications which reflect the values already existing in society," he believes.

"We will upset markets and upset jobs, but we will also create markets and create jobs. We must be mature about how we use it and make sure we continue to hold the values we held before."

His vision is that when the

Web is in everybody's home, we will still have a collection of personal neighbourhood services, which we value as we do today. However, we will also have a worldwide electronic directory of products and services, which we will also value. "We can keep our values, but lose the time we spend trawling around for routine shopping and chores," he hopes.

In spite of the unknown replacement for the Web, W3C is working on some more immediate improvements. The "Web of Trust" will provide the ability to sign a document so that anybody can ask to whom information belongs and what are the licensing terms for using it. This will be important for both electronic commerce and team-working on the Web.

Jointly with Commerce Net, an industry forum for electronic commerce, the Joint Electronic Payment Initiative is standardising 30 different protocols for negotiating payments between banks, organisations and individuals.

"We will need several mechanisms to take account of different transaction types," points out Mr Berners-Lee. "For instance, when you buy a house you

do a lot of detailed paperwork, but when you buy a newspaper you throw some body some change and you don't need to know who they are."

The Personal Privacy Profile will allow Web users to choose how much information they give away when they are connected to a Web site. A new language is being developed which might say "you can have my name and address, but can't give it to anybody else or use it for marketing."

The Web access programme is designed to give access to disabled people, but could also benefit drivers and anybody else who needs to use both hands.

Furthermore, it is encouraging aural style sheets to make it easy for somebody, who cannot read pictures, to follow links. It is also teaching people how to design a form on a Web site that can be filled in by a blind person or by using speech. It will provide a way for a table to explain to a speech synthesising browser how to 'read' it.

Whatever shape the replacement for the Web takes, Mr Berners-Lee is optimistic: "It must have everything we currently live and breathe and enjoy!"

INTERVIEW • Geoffrey Naim talks to Jim Barksdale, president of Netscape

## Seasoned veteran in a youthful industry

Netscape's staff have doubled in the past year as its Navigator product has become the most popular browser for accessing the World Wide Web

Even the head of the world's fastest growing software company takes things easy once in a while. Mr Jim Barksdale, president and chief executive officer of Netscape Communications, has recently developed a passion for wine and while Netscape's Californian home may be fertile ground for Internet companies, it is not so fertile for grapes - currently there is a shortage.

So Mr Barksdale, who sits on the board of California's renowned Robert Mondavi Winery, last month dropped a gear in his frenetic schedule to spend a leisurely week touring the vineyards of Europe with his three children in a quest for new grapes.

Vacations are a luxury at Netscape, which has grown at breakneck pace and now must move faster still if it is to stay ahead of its competitors, most notably Microsoft. But despite the public image, Mr Barksdale has other interests beyond battling with Microsoft chairman, Mr Bill Gates. His first words during a recent interview were reserved not for Communicator, Netscape's latest web browser, but a new Tuscan red wine, called Luce, whose launch he had just attended in Italy.

"I started this interest in wine one year ago and it makes a change from all those [other] boring boards that I am on," he jokes. Europe may run a gaping deficit in high technology

but when it comes to viticulture, the skills and experience of the Old Continent cannot, apparently, be easily substituted. The same could be said of the 53-year-old Mr Barksdale who has spent nearly two decades running some of most competitive businesses in the US. This is unusual in the Internet industry, where experience is typically measured in months rather than decades.

### Co-founder

Mr Marc Andreessen, the 24-year-old co-founder of Netscape and its technology whiz kid, was still at junior school when Mr Barksdale was first making his name at Federal Express. He started as chief information officer in 1979, building the company's sophisticated package-tracking system that made FedEx a byword for customer service and efficient logistics - FedEx is today one of Netscape's favourite customers.

In 1983, Mr Barksdale became chief operating officer at Federal Express and boosted revenues from \$1bn to \$7.7bn by 1991, when he left to become chief executive officer of McCaw Cellular, a major player in cellular telecommunications that subsequently merged into AT&T Wireless Services.

It is rare for the head of an IT company to have such broad-based experience and Mr Barksdale believes this gives him an advantage



Barksdale: 'This business is subject to rapid evolution and that's what makes it more exciting'

when talking to customers. "I have bought and integrated more business software than any other chief executive officer in the business and I understand the need [for it] to show a real return on investment," he says.

In January 1995, he surprised the world by abandoning the high-profile job of chief executive officer at AT&T Wireless Services for Netscape, then a little-known startup trying to market a web browser that Mr Andreessen had developed as a student at the University of Illinois.

In the 30 months that have since elapsed, the Internet has taken off and Netscape with it. The company has grown like topsy - its payroll has doubled to 2,300 people in the past year - and its Navigator product has become the most popular browser for accessing the web. Investors eager to climb aboard the Internet bandwagon pushed Netscape's stock to stratospheric ratings after the initial public offering in 1995.

But in mid-1997, investor frenzy has cooled somewhat as Netscape comes under increasing competition from

## Key role for the World Wide Web Consortium

The Independent World Wide Web Consortium, commonly known as W3C, was founded in 1994 at Massachusetts Institute of Technology's Laboratory for Computer Science.

It was chosen because, as a former host of the 'X' Consortium, it already had a reputation for neutrality and technical excellence. CERN was involved in the work and the US

Department of Defense and the European Commission provided initial funding. Mr Berners-Lee was appointed as its director.

"Big companies were rebuilding themselves around the Web, so we

needed a vendor neutral body to push standards forward quickly," explains Mr Berners-Lee. "It is in everybody's interest to get it right and ensure that there are no incompatibilities. Vendors can agree on protocols and compete on speed of implementation, although standardisation often lags deployment by a few months."

W3C has 160 members, which include hardware and software vendors, telecommunications companies, Internet service providers, content providers, cable companies, governments and academic

institutions. However, Mr Berners-Lee believes that the richness of the consortium comes from the variety of commercial companies that join it, from industries such as finance, publishing and intellectual property.

"The Web is so important to them that they want a presence at the table where decisions are taken," says Mr Berners-Lee. Membership is predominantly from European and US organisations and starts at \$5,000.

The essential nature of the consortium is open and neutral. Membership fees

fund staff who facilitate meetings, edit documents, organise events and talk technology. "We have a 'minimalist' design philosophy," explains Mr Berners-Lee. "If we are to get everybody to agree, the standard has to be as small as possible. We have no polling role to enforce standards, but users do that when buying software."

"However, we sit at the boundary between great new ideas coming out of research and their wide-scale deployment." Further details are available from <http://www.w3.org>

- Rod Newing

UNIVERSA 97

## This year's award winners

Continued from previous page:

### User award:

Telia of Sweden.

Telia, which has the largest share of both analogue and digital telephone network subscribers in Sweden, regards its internet-enabled SAS data warehouse application, called BOSS (Business Operational Support System) as a strategic resource in maintaining its market position. Sweden's mobile telephone network has the highest density rate in the world.

### Special industry award:

James Gosling.

Mr Gosling, a vice president and Fellow at Sun Microsystems, has been the lead engineer for the Java/Hot Java system. His early activity was as lead engineer of the NEWS window system.

Mr Gosling graduated from Calgary University, Canada, in 1977, and received a PhD in computer science from Carnegie-Mellon University in 1983. He has built satellite data acquisition systems, a multiprocessor version of Unix, several compilers, mail systems and window managers. Mr Gosling has also built a WYSIWYG text editor, and a text editor called Emacs for Unix systems.

The 1997 awards Highly commended companies in the business software category were Gradient

Technologies, a leading supplier of security solutions for the enterprise; and OpenVision VERITAS, the data storage management company.

Also commended were Algorithmics Incorporated, the Toronto-based supplier of enterprise-wide financial risk management software; and Atlas Products International, specialist in electronic commerce (business applications); Cherwell Scientific Publishing, developer of award-winning scientific software; and Graham Technology, supplier of the business server technology, GT-X, innovation category; Dascom, founded in 1994 and a developer of authorisation and management software, (newcomer category); and Leading Bits, founded in 1993, a market leader for software for the advertising industry.

Mr Paul Taylor, IT correspondent of the Financial Times served on the Universa awards jury. Mr Peter Martin, editor of the international edition of the Financial Times, represented the FT at the Paris awards.

For more details of the awards, contact Christine Mambourg or Marie-France Serruys at: The Open Group, 15 Avenue des Pléiades, 1200 Brussels, Belgium, tel: 32 2 772 88 88; fax: 32 2 772 92 38; e-mail: [mf.serruys@opengroup.org](mailto:mf.serruys@opengroup.org)

- Michael Wiltshire

INTERVIEW • Lars Nyberg talks to Paul Taylor

## NCR shifts towards high value software

From Page Two:

the bank. Some banks will have one or two people in that virtual branch, some will have none. We think that as a consumer you don't want to hear about your bank reducing its branches, you actually want them to increase their 'points of sale'. We can increase the number of points of sale for the bank at a significantly lower cost - that is a virtual branch."

Meanwhile, NCR is gearing up to exploit the shift towards electronic commerce. "We have decided it is not a threat for this company," says Mr Nyberg.

Even if electronic cash and smart card technology could eventually eat into the group's traditional ATM business, he argues that this won't happen overnight, if it happens at all. More importantly he believes the shift to elec-

tronic commerce will require the deployment of a huge new retail infrastructure to handle smartcard payments. "You also have to be able to download cash to your smartcard," he points out, "that is also an infrastructure issue a huge business opportunity."

"We have said we want to be the supplier to the banks to distribute their services in different channels, whatever those channels are. We provide branch automation, we provide self service, we provide telephone banking to the branches today and if the banks are going in that direction we have to be there and provide that infrastructure."

But Mr Nyberg, who pulled the plug on NCR's attempt to become a high volume PC manufacturer, is equally convinced that NCR should not waste its R&D dollars on 'commodity items' which it can buy in-

"It's important we spend our R&D money on things customers really perceive as adding value because then we get the higher margins we need to pay the cost structure we have."

"I think NCR in the computer business has been a box shifter," he says. "Now we want to move this company to higher added-value because the margins are bigger; second, it's a less volatile business; and third, it fits most of the people in this company. I want to go higher up the added-value ladder."

### Solutions

"I want to understand the business problems of customers and deploy the technology we master here to at least provide them with one solution to their business problem."

Reflecting this shift away from hardware and towards

higher value software, NCR has been investing heavily in the future in Teradata.

If there is one technology that is going to have a profound impact on this company it is this database technology, he says. Aside from porting Teradata to NT, NCR is also adding multimedia functionality and expanding scalability, convinced that this is what the big data warehousing customers such as Walmart, the world's largest retail group, will require.

"We are the only company that can provide fully scalable working data warehouses," he adds. "There are a number of data warehouses that have not been successful, but I'm convinced that if you're in a business with hundreds of thousands or maybe millions of consumers as your customers and you don't master that technology, you are going to be at a significant disadvantage."

"If you talk to the more progressive retailers and banks they will tell you that image, marketing on a segment of one, knowing your consumer is the real differentiators between bank A, B or C."

Mr Nyberg also acknowledges that staying ahead of competitors in the data warehousing market is the biggest technology challenge facing NCR.

"It's a fiercely competitive environment. There are some very formidable competitors, such as Oracle and IBM, and we are going to see much tougher competition going forwards, but the market is exploding, so there is room for more than just NCR. We can't assume we 'own' this place, but I prefer to have 20 per cent of something that is much bigger, than 35 per cent of something that is a tenth the size."

صلى الله عليه وسلم



FINANCIAL RISK MANAGEMENT • By Michael Dempsey

## New ways to reduce hazards

Intricate software systems help monitor credit risk exposure

Risk management is an intimidating subject. The diverse approaches adopted to computer programs that handle risk reflects a degree of uncertainty in the financial markets. Some institutions hold to the belief that risk is too closely married to their individual business for an external IT package to cover it. Others opt to buy software off-the-shelf.

A third way is to go for a joint development, which is how Deutsche Morgan Grenfell has acquired its Global Integrated Rating System, GIRS.

DMG turned to the City of London IT consultancy, CWB, which prides itself in working hand-in-glove with financial groups in their need for GIRS. Mr Mark Swann, director of CWB's software solutions group, cheerfully admits that credit risk, with many policies and netting agreements, is a tough subject. "Credit risk

for emerging markets is a nightmare," he says.

Mr Swann's approach was to unify counter-party information from several databases, using Microsoft's NT environment to handle the front-end of GIRS, while the heavyweight Unix operating system sits behind the easily accessible front screen.

He claims that the rating system can use database software from any leading supplier and is an infinitely flexible package. "GIRS can pull in electronic information from global vendors and use that to calculate how credit-worthy the counterparty is - yes, you do have credit rating agencies, but they only rate 7,000 to 10,000 companies. Each data vendor delivers material in different formats and we capture it."

The heart of this eight-month, £1m project is an algorithm that takes financial information and identifies which pieces are important to calculate a credit score, applying weightings depending on geographic location, industry sector and other factors.

Mr Swann is keen to

underline that this software does not claim to be part of the exotic world of artificial intelligence. "Our software is smart enough to match information," he says. "The theory of string-matching is at work here: it involved taking lines of words and searching for similarities among them, seeking a percentage match."

### Hot topic

CWB, which has 85 staff, says credit risk is a hot topic - and packaged software is in short supply.

"We believe the package market doesn't exist yet. There is a need to make flexible software," says Mr Swann, who thinks GIRS fills the gap. "It's a big piece of 'Lego': people may not want all of it, but we offer a fast-track solution, supporting an area that has previously been handled in a fairly manual way, using spreadsheets."

Part of the motive for DMG embracing GIRS is market globalisation. This applies right across financial services. Project Zurich, a risk management program

for the insurance market, has been devised by \$650m software house, SAS, and the Zurich office of the management consultants, McKinsey.

Zurich staff use statistical tools to model volatility and generate an overview of risk in any chosen environment. Users write a lot of the system themselves using the core database engine devised by SAS. But commercially popular large databases should be happy feeding into a Zurich type application which costs around \$65,000 per desktop.

At the markets division of BZW in London, Mr Bob Mainprice, chief credit officer, has turned to a commercial database, Sybase, to address the demand for risk management. The result, Global Exposure Management System (Gems), offers a set of links into existing trading systems and was written in conjunction with Sybase staff.

"The hardest part is getting all the data into one place," says Mr Mainprice. "Sybase devised a global database of the transactions we're executing."

BZW parted with around

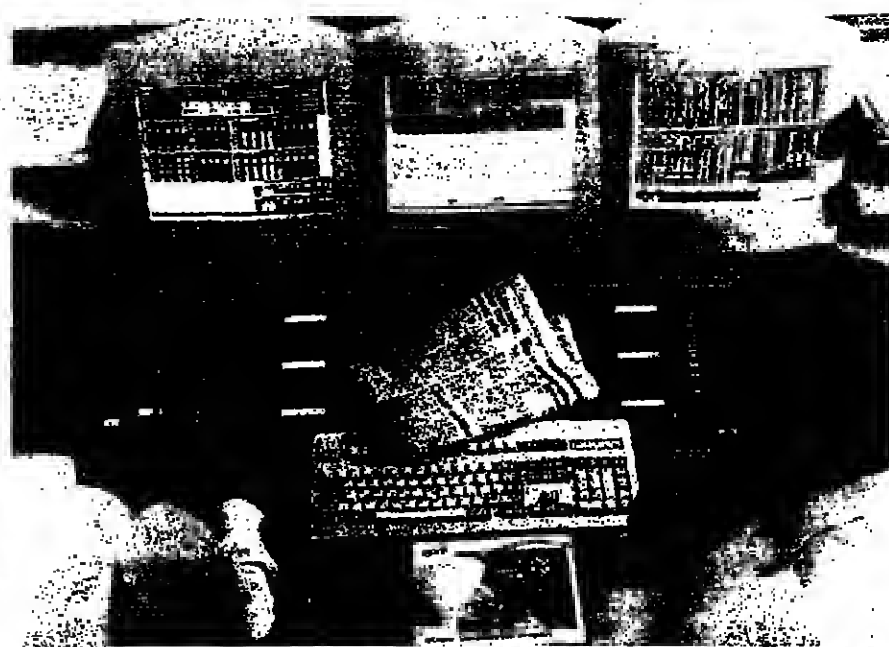
\$2m to put Gems together, but Mr Mainprice thinks this made economic sense.

"It's paying for itself, having spent the money and got the data in, we can apply Gems to other products. I know a lot of other institutions that have similar problems and the market is demanding more and more global risk management."

The City has recently hosted the launch of Market Risk, a Windows NT product from Financial Objects. This captures data from various sources so dealers can use it: the first user in an institution pays £40,000 then £2,000 per subsequent user. Developed with Yamaichi Bank in London, the idea is to ensure a program of general market relevance using risk metrics from JP Morgan.

### Pressures

Mr Hal Hovland has been designing IT systems for the City since 1981. As the author of Market Risk, he explains that "ease-of-use is everything to this community - these guys are very busy, they don't need to learn a new system to get



Fully covered: the right software development can protect against risk hazards. Choosing the package to suit the company is the key - though demand is now high

the benefit of Market Risk. They just master a dozen or so commands and icons characterising cash flows or values at risk."

Market Risk generates a risk calculation as the day's business progresses, rather than letting traders wait until the next day to learn their full exposure.

Running under Windows NT, this software represents the "mass market end" of risk software.

But specialised applications still have a healthy future. Anvil, a £1m software house closely allied to the City, has just notched up its first sale of its Repo Trading System. Costing up to £500,000 per license this is an extremely intricate program that can take trading data on board as the repo deals are set up.

Securities trading in this environment demands vigorous position-keeping and

monitoring of risk exposure. ABN Amro chose to work with Anvil, rather than developing a bespoke package.

Mr Lawrie Ellis, Anvil sales director, claims his company has met ABN Amro's key criteria: "You still find traders in the repo market using pieces of paper. We offered the ability to enter trades online. They didn't want their dealers wasting time on a keyboard."

SMARTCARDS • By Paul Taylor

## Asia-Pacific market set to become the pace-setter

The next generation of highly intelligent, multi-function smartcards could power electronic commerce and provide the transport mechanism for a wide range of new applications

The worldwide market for smartcards - plastic cards with tiny microprocessors and memory built into them - is entering a new phase. Trials in many countries around the world are over and, as the market matures and large-scale deployment begins, new alliances and partnerships are being formed.

In the process, market leaders in both the manufacture of the semiconductor devices powering smartcards, and the smartcards themselves are emerging alongside new and innovative applications. For example, Schlumberger has consolidated its position as one of the leading smart card suppliers through its acquisition of Soliac, the third largest manufacturer. That purchase positions Schlumberger as the main competitor for Gemplus, the market leader in 1996.

Meanwhile, among the semiconductor vendors, Motorola underscored its commitment to the market in March by forming a dedicated smartcard business unit and announcing that it will enter the global smart card market, "as a total solutions provider, actively competing in what is expected to be a premier high-growth industry into the twenty-first century."

Such moves are being driven by the dramatic growth forecasts for the emerging smartcard industry. Forecasts for the size of the smartcard market vary dramatically, partly reflecting differing definitions of smartcards themselves. However all analysts

agree that the market is growing rapidly, perhaps by between 30 and 40 per cent a year.

For example, Dataquest, the IT research group, predicts that the overall market for memory and microprocessor-based cards will grow from 544m units in 1995 to 3.4m units by 2001. Of that figure, microprocessor-based smartcards, which accounted for only 84m units in 1995, will grow to 1.2m units four years from now. "Until the year 2000, growth in the number of smart cards due to buoyant demand throughout the whole range of applications will more than compensate for the decline in price brought along by competition, economies of scale and technological progress in all areas of smartcard production," notes Datamonitor, another market research firm.

So far, during the 1990s the high growth of the world smartcard market has mostly been driven by low value memory cards used for example, in pay telephones. However, microcontroller-based smartcards are expected to grow at a much faster rate over the next four years, according to UX Management Services, a UK-based research firm.

"Europe is currently estimated to be the largest region for smartcard with end users industries such as payphones accounting for the major portion of unit shipments," said a report on the worldwide market for smartcards and semiconductor suppliers published by IMS in February. IMS predicts that the

European smartcard market will grow at a relatively modest compound annual growth rate of just under 17 per cent over the period to 2001, driven by end-user applications such as banking and digital mobile communications.

Both America and the Asia Pacific regions are forecast to grow at a faster rate. IMS predicts that the Asia Pacific region in particular will become the largest smartcard market accounting for 38.1 per cent of all smartcard shipments by 2001 followed closely by Europe with the US, which has lagged in smartcard take-up, remaining the smallest market.

Most analysts also expect further consolidation among the main smartcard suppliers following the merger of Schlumberger and Soliac. Among the semiconductor suppliers, Siemens, Motorola and SGS Thomson remain the main suppliers, each with market shares of over 25 per cent.

However the strong projected demand for smartcard semiconductor has encouraged a host of other smaller

Europe is ahead of the US as today's main user area for smartcards

suppliers including Texas Instruments and Philips, and Japanese suppliers including Hitachi, Toshiba and Sharp to enter the market.

"Although some standards issues, infrastructure issues and software issues remain to be resolved, chip cards hold this promise of being one of the world's highest volume markets for semiconductor," said Mr Jonathan Cassell, an industry consultant with Dataquest. "They can perform the duties of pocket change, paper money and debit and credit cards, acting as a means of identification, access or payment."

According to Datamonitor, the market will grow by an average of 35 per cent from \$380m to reach \$1.1bn by the end of the decade. Within this segment, microcontrollers will increase their market share to almost 60 per cent, while intelligent memory chips will become commodity items and will command less than a 20 per cent market share reflecting falling prices.

Among the main suppliers Motorola has focused to date on micro-controller chips, while SGS Thomson is a strong supplier of phone card applications and leads the Eeprom segment. Siemens has specialised in intelligent Eeprom based memory chips that are also used for phone cards, and high-end microcontrollers.

Motorola's decision to set up a dedicated smartcard unit is expected to accelerate the move towards open systems standards and the next generation of combination and contactless multi-application cards.

"Our decision to provide a total solution to the smart-

card market comes at a very crucial time in this industry's development," said Mr Christopher Galvin, Motorola's chief executive. "We believe consumers are going to demand more functionality, higher standards of security and greater ease of use from their smartcards."

The US electronics group said it plans to drive open industry standards and develop new card and terminal operating systems, application programming interfaces and developers' tools with the aim of shortening the time required for third-party developers to create smartcard software and load new applications on to existing smartcards.

Most current smartcards, such as those deployed throughout the French banking system that pioneered their use along with Groupe Bull, send and receive data by being placed in a terminal reader. These readers can be connected to a point-of-sale terminal, installed in automated teller machines or built into portable computers, network computers or set-top boxes.

Over the past 15 months, contactless smartcards have begun to appear. These use radio signals to transmit data and are able to exchange data without actually coming into a physical contact with a terminal. Contactless smartcards are expected to be used for rapid transit fare collection and access control, both applications which require fast transaction times.

For example, wireless smart cards supplied by Philips are being used in Seoul, Korea, where about 800,000 daily riders of 8,700 buses pay for their trips using the cards. Such cards are about twice as expensive as regular smart cards but in key applications, the extra cost pays for itself in the convenience and other savings it offers.

However the next generation of smartcards is expected to be combination cards providing both contact and contactless methods for data transfer for maximum flexibility and multiple applications. For example, although smartcards are just as secure as their bigger sisters to set up phone banking operations, Sema has also developed services for Ceca, a confederation of 50 small savings banks and Cajas Rurales, which groups 79 rural banks. The aim is to allow these smaller participants to pool their call centre operations and so share the costs and overheads.

The price tag of a call centre can run to several million dollars but the savings in operational costs it produces can pay for the investment in just four months, according to a report by the UK-based consultancy firm, Ovum.

In the worse case, the payback time is 19 months. "However, the decision to build a call centre should never be a purely financial issue," says Mr David Bradshaw, senior consultant at Ovum, who sees customer service improvement as the most important reason for considering a call centre.



Keeping the customers happy: First Direct's call centre at Salford, Leeds. The latest generation of call centres help to achieve enhanced 'relationship building' by allowing financial institutions to automatically identify key clients

CALL CENTRES • By Geoffrey Naim

## A vital role in customer services

In their bitter battle for market share, retail financial institutions have placed call centres firmly at the forefront of their strategies to improve customer service while reducing costs. The Internet may one day become a mainstream banking channel, but until that day arrives, banks and insurance companies see the humble telephone as the most cost-effective way of expanding delivery channels, improving service and winning new customers.

"There is much interest in internet banking, but you should not forget that many more people have a phone than an internet connection," says Thierry Seefelt, a Madrid-based consultant with Anglo-French IT services company Sema. The firm has helped set up call centre services for the French direct banking service Banque Directe, part of the Paribas group, and several large Spanish banks including Banco Central Hispano and Caja de Madrid.

Spain's smaller banks are just as keen as their bigger sisters to set up phone banking operations. Sema has also developed services for Ceca, a confederation of 50 small savings banks and Cajas Rurales, which groups 79 rural banks. The aim is to allow these smaller participants to pool their call centre operations and so share the costs and overheads.

The price tag of a call centre can run to several million dollars but the savings in operational costs it produces can pay for the investment in just four months, according to a report by the UK-based consultancy firm, Ovum.

In the worse case, the payback time is 19 months. "However, the decision to build a call centre should never be a purely financial issue," says Mr David Bradshaw, senior consultant at Ovum, who sees customer service improvement as the most important reason for considering a call centre.

Indeed, many financial institutions, after initially turning to call centres to unload low-margin activities from their branch networks, such as balance consultations and funds transfers, are discovering that the telephone can be used to open up many new opportunities.

Halifax, the UK bank, set up a call centre in 1985 to service the current account customers of Halifax Direct, its new telephone banking division, as well as to generate new business for the company. The volume of business created by Halifax Direct in its first year far exceeded forecasts and calls rocketed from 42,000 in the first month to over half a million a year later.

To help its 400 agents answer the calls, the bank turned to a software product called CBR2 supplied by US firm Inference. CBR2 uses a technique called case-based reasoning to allow agents to follow a sophisticated "script" when a customer calls. It is based on an expert systems engine which accumulates knowledge by analysing examples of questions and answers and stores that knowledge in the form of a "case base". CBR2 allows its 400 agents to answer calls in an average of 2.5 minutes, which the bank claims is up to 30 per cent faster than other systems.

This is important as direct banking operations usually have a freephone number and so the bank has to pay for the calls. Also, quicker handling allows the agents to handle more calls, so increasing productivity.

CBR2 has become a principal component of the Halifax Direct call centre and has been used for nine different products or services, including an insurance emergency line and a tax advice service. The real test of fire for the call centre has come during the past few months when the bank had to set up a hotline to handle queries

Continued on back page

**Decisive Survey**

Electronic surveys over E-mail, Internet & Intranet!

Revolutionise the way you gather and show feedback from customers, employees, suppliers, and markets by contacting esp today

tel: 01628 23453 **esp**

**The Chartered Institute of Bankers**

<http://www.cib.org.uk>

**softworld**  
in Accounting & Finance

1 & 2 October 1997  
Hall 3A, NEC, Birmingham

reviewing software is a continual process

softworld is a vital part of that process

Softworld in Accounting & Finance provides a unique opportunity to see the latest accounting & finance software in action - in one place, at one time.

**FREE exhibition**

**FREE product demonstrations**

**FREE Report & Product Directory**

**NEW format Masterclass**

telephone **0181 541 4865**  
or fax **0181 974 5188**  
fax back **0181 546 8882**  
or visit our Web site <http://www.softinfo.com>  
or email [softworld@softinfo.com](mailto:softworld@softinfo.com)

FT **ESMA**



DEALING ROOMS • By Michael Dempsey

# Trend-setters of the financial world

The sums being spent on high tech dealing room systems dwarf the budgets for information technology in other sectors of finance

The market for dealing room technology has been in flux for more than a decade. Ever since the 1980s, spectacular 'big ticket' projects have challenged IT suppliers and allowed the customers to draw attention to the status of their institution. New themes emerge regularly, and the scale of the larger deals guarantees energetic selling by the IT industry. Some approaches do settle down long enough to become an international standard. The digitalisation of information feeds, allowing users to mix-and-match data from different sources, was still a live issue during the early 1990s. Today, 'the digital feed' is here to stay. But other trends are trying to gain respectability and shake off their vaguery tag.

## EDS project

The US computer services giant, EDS, is now involved in a massive contract to configure dealing floors for JP Morgan in New York. JP Morgan pays EDS \$10m every year for its services. Mr Peter Lowes, managing director for the company's capital market services, says demand is focused around cost-cutting on hardware allied to new attitudes to application development.

"We're seeing dramatic cost-reductions: people are opting for a powerful PC instead of a Sun workstation," he says. But it isn't all bad news for Sun, with its Java programming language intended to speed up the development of very specific computer programs.

"Java-type stuff is popular for sets of applications," he says - and concedes that Java can dramatically

reduce the time needed to create an application.

JP Morgan Securities in New York has turned to Java, with its pre-written chunks of code, to create 'push' technology, says Mr Lowes. Push is the latest piece of IT jargon, and it refers to the process of pushing out information to a recipient while pulling the actual computing work away from the end-user's environment.

The idea is to employ predetermined rules to channel market data to those dealers

who require it. If it works, it should reduce the demand for processing power on the desktop, which could mean big savings on a dealing floor where hundreds of highly-paid staff need their own screens. "They are taking their computing capacity and pushing it back into the server environment," says Mr Lowes.

## BZW project

Meanwhile, in London's Docklands, BZW is hogging the limelight with a mammoth relocation project. The plan is to create a model trading environment at a new site east of the City in the Canary Wharf development.

While the bank is coy about exact pricing, BZW is believed to be spending at least £100m on IT at the Canary Wharf site alone. Two massive dealing rooms have been built 700 dealers. The entire operation will swallow up 5,700 Compaq Professional workstations with 1,200 flat screens. Flat screen technology produces a display that is just an inch wide.

Mr Vince Chandler, a former IT manager at the Bank of England, is global chief of equities IT for BZW. He explains that this vast undertaking and its enormous budget are still driven by firm notions of economy.

"The flat screen reduces the depth of a desk by 35 per cent and increases the density of trading desks by 20 per cent, so you get to cut your costs on square feet. And flat screens don't demand anywhere near as much power as conventional ones. So if they're not chucking out as much heat, you save money on air conditioning."

The move to Canary Wharf will cut costs further, by consolidating operations from five buildings into one site in an area where rents are cheaper. And Mr Chandler thinks his bank has the right idea about acquiring hardware: "We're leasing the 5,700 Compaq workstations instead of buying them outright. The lease will run over what I would say is an aggressively short time-frame, 12 to 15 months."

BZW is not saying that these boxes will be obsolete when the lease is up, but it needs an option to replace them with whatever the IT manufacturers are offering at the end of 1998. With a three-year guarantee, the machines will represent a good buy for whatever third party takes them off BZW's hands.

Competitive pressures are behind this ambitious under-



Ross Norman, a trader in gold, silver and precious metals, working on a Syntegra front office system in London. The system enables dealers to access and manipulate information from a multitude of sources through a single state-of-the-art terminal

taking, says Mr Chandler. The thought of rival institutions going for radical IT solutions has encouraged BZW planners to burn the midnight oil: the management of networks and systems within the Canary Wharf site will also be automated in order to head off technical problems before they effect trading performance. "We'll use monitoring software the way a computer in a car watches the oil level," adds Mr Chandler.

BZW is standardising on Microsoft Office and the Windows NT desktop environment. Mr Chandler and his colleagues are studying

the potential of Java, but do not want to become dependent on any technology that has not fully proved its potential, preferably at some other bank willing to act as guinea pig.

The markets arm of BZW moved into the new site at the end of April, and equities will begin operations there at the end of August.

Canary Wharf will act as a template for a grandly titled 'global technology infrastructure'. This means that barring any big disasters, the London site will be mirrored across the world - BZW staff in Hong Kong, Kuala Lumpur, Taipei and

Milan are already working with this model.

## Facilities

Guardian DR, a company specialising in providing standby facilities for City firms that need to continue running in the face of disasters such as fire, flood or terrorist attack, is constantly adding to the facilities on offer at its emergency sites. It will spend £1m upgrading the dealing desks at a central London site this year. Mr Roland Mann, director of City markets at Guardian, says his business has to reflect the current tastes of

London-based clients. "Sun is losing out to NT - our view is that people will continue to want large NT workstations with wide screens."

The sums being spent on dealing room systems dwarf IT budgets in other sectors: the high tech dealing room is important to each bank's identity.

But it is such a functional item that the customer cannot afford to get it wrong. For this reason alone, dealing room systems are well worth scrutinising. The attitude of BZW or the policy of JP Morgan can teach a lot to IT purchasers with rather smaller corporate pockets.



Dealing desk of the future: in terms of space-saving alone, liquid crystal displays (LCD) provide valuable benefits over traditional cathode ray tube (CRT) monitors. Pictured here is a new Microvitec's dealing room desk, designed for BT

## A key role for financial call centres

From previous page:

Mr Phil Padfield, European vice president at Inference.

The CBR2 program has been used to draw up scripts to answer callers' questions about the flotation and also to turn a simple query into a selling opportunity. "Those who call are well-disposed to listen, so the customer service person can ask if they are interested in other products," he says. "Most banks see call centres as simply a means of conducting a transaction, but customers can

also have a relationship with a call centre."

The latest generation of call centre products aim to achieve this "relationship building" by, for example, allowing banks to automatically identify their most prized customers when they call and give them preferential treatment - routing them to a specific human operator, rather than the next available one or a computer voice. Less-prized customers will first be filtered

through an interactive voice response unit that asks them questions which they answer using a touch tone telephone or by voice. Low-value operations, such as balance enquiries, can thus be routed to a computer. "Banks want to be able to differentiate between different customers and do not want to use a human operator on low-value customers," says Mr Bob Summerfield, marketing manager for call centres with Tandem Computers.



## How important is this new logo?

Well, the last time we brought your business something completely new it was called the Internet.

When your network service provider carries the Cisco Powered Network<sup>™</sup> mark, it means their network is built with Cisco technology - the technology that makes the Internet a reality for millions of businesses around the world.

Everywhere, every day, virtually all of the world's Internet traffic flows through Cisco equipment. It's the reason that an e-mail message arrives in Buenos Aires from Hong Kong instantly; that a branch office in San Francisco can share files with its London headquarters

in complete security; that a group of telecommuters can accomplish a productive day of work without ever leaving their homes.

Look for the Cisco Powered Network mark in your network service provider's materials. When you see it, you'll know your service is backed by the products and technology that make the world's networks work for business. For more information about what Cisco products can do for your business, visit our Web site at [www.cisco.com](http://www.cisco.com).

